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Racing for a Successful Collaboration in a Temporary International Large-Scale Event

The case of the FIS Nordic World Ski Championships in Falun 2015

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ABSTRACT

Throughout the world there has been an increased attention for international large-scale sports events, but there is still little knowledge of how they operate. The particular relationship as well as the organizational structure and coordination between organizers within large-scale events have not been studied to a large extent. Since large-scale events are truly international, the involved stakeholders operate across borders, which further adds a dimension to the relationship. Due to the often temporary aspect of international large-scale events and thus their diverse network of temporary partnerships, they are seen as highly complex. They are becoming more prevalent and there is a need for deeper exploration as they have attracted little attention in research and specifically misses out on cases on meaningful relations in terms of collaboration and coordination. Therefore, this study aims to explore the relationship between international and national stakeholders towards the successful hosting and managing of a temporary international large-scale event. It intends, in greater depth, to understand the complex nature of international large-scale sports events in regards to challenges and meaningful collaboration and coordination. Interviews with 14 respondents and a participant observation of the FIS Nordic World Ski Championships in Falun 2015 constitute the basis for this thesis. The main conclusion of this study implies that even though the relationship is structured in accordance to the hosting contract, trust appears to be a necessity and of critical importance as it facilitated the collaboration and coordination in the relationship. The stakeholders moreover highlighted the relationship as a partnership.

Key words: large-scale events, temporary organization, stakeholder relationship management, collaborative arrangements, FIS Nordic World Ski Championships in Falun 2015


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ABBREVIATIONS

FIS	Fédération Internationale de Ski (International Ski Federation)
IOC	International Olympic Committee
LOC	Local Organizing Committee
NWSC	FIS Nordic World Ski Championships
Skidspelen	Svenska Skidspelen AB
SSF	Svenska Skidförbundet (Swedish Ski Association)

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1. INTRODUCTION

In this chapter a background to the topic is presented with a focus on temporary international large-scale sports events. This is followed by the problem discussion ending up with the formulation of the purpose and research question for this thesis. The chapter ends with a brief discussion of delimitations and a presentation of the disposition of the thesis.

1.1 Background

The 24th of April 2007, the journey to host the FIS Nordic World Ski Championships (hereafter referred to as NWSC) in Falun, Sweden, was officially initiated as the board of the Municipality of Falun (Falun Kommun) took the decision to apply for hosting the NWSC. The Municipality of Falun announced the decision to the Swedish Ski Association (Svenska Skidförbundet, hereafter referred to as SSF) where they then mutually filed an application to the International Ski Federation (hereafter FIS). In June 2010, FIS awarded the Municipality of Falun together with the SSF as hosts of the NWSC in 2015, and from that point the relationship between these parties became more intense. Later on, in July 2012, the relationship was extended to also include an additional party, Svenska Skidspelen AB (hereafter referred to as Skidspelen), to the hosting of the NWSC in Falun (Falun Kommun, 2015a; Norin, 2012).

The NWSC in Falun 2015 was truly an international event. Altogether 701 athletes from 58 different countries participated in the competitions. Approximately 230,000 tickets were sold and almost 282,000 spectators came to watch the competitions at the venue in Falun named Lugnet, of which 65 percent originated from outside of Sweden. In addition to the spectators on site, almost 520 million viewers around the world followed the competitions on TV. Furthermore, the NWSC in Falun had around 1,250 accredited media representatives and over 800 of these were international. In order to host the event, 1,600 volunteers from 30 different countries were recruited, where 10 percent originated from countries outside of Sweden (Falun, 2015a; Falun, 2015c; Falun, 2015e).

The NWSC is an example of a one-time international large-scale sports event, which requires a temporary organization set up specifically for this particular occasion (Getz, 2005:16). The popularity of international large-scale sports events has increased over the last 20 to 30 years, which is evident from high attendance at the events, a significant shift in attitude in research

as well as in politics and industry, a growing government support, and a high commercialization and sponsorship interest in these kind of events (Dolles & Söderman, 2008; Parent & Slack, 2007).

1.2 Problem Discussion

According to Solberg, Hanstad and Steen-Johnsen (2009) one example of what distinguish sports events from other commodities, such as goods and services, is the uncertainty of outcome phenomenon. This requirement calls for a collaboration with different stakeholders involved in the hosting of an event. These stakeholders are therefore seen as having a joint nature in the production of the event. The arrangement of sport events is largely operated through formal links between different organizations, such as the international governing body and the local organizing committee (hereafter LOC) (Getz, 2012:276). However, according to Parent (2008) the particular relationship between different organizers within a large-scale event has not been studied to a large extent. This is also something that Getz (2012:276) emphasizes within event management, namely that the research of organizational structure and coordination between these types of event organizations has largely been unstudied.

Parent (2008) further argues that even though large-scale sports events have experienced increased attention throughout the world, there is still little knowledge of how they operate. In turn, research articles analyzing sport events tend to focus on tourism, marketing, sponsorship, and economic, political or municipal impacts. In addition, writings studying the relationship between various organizers of large-scale events are mainly popular press writings and not academic research. The unique characteristics of large-scale sports events therefore provide academia with an interesting setting to test and extend theory (Parent & Slack, 2007). This aspect is also something that Emery (2010) highlights when he argues that different aspects of management, planning, organizing, leading and controlling are rarely researched within sport management. Since large-scale events are truly international events the stakeholders, such as the international sport governing body and the LOC, operate across borders which further adds a dimension to the relationship between these parties (Parent, 2008). Thus, challenges can occur for both national and international stakeholders that can be linked to cross-cultural differences such as different approaches to control, collaboration and coordination (Svendsen, 2000:12-13).

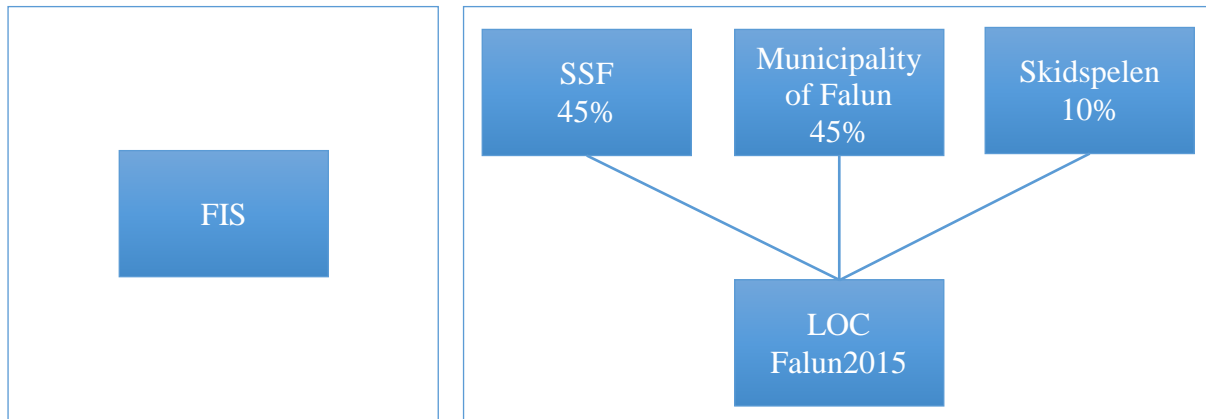
Another dimension that has to be taken into account to the relationship between different stakeholders is that the event is a temporary occurrence. According to Getz (2012:280) there is a large difference between permanent event organizations, such as organizations hosting annual recurring events, and temporary organizations hosting a one-time event. These kinds of temporary events are seen as highly complex since they have a diverse network of temporary partnerships (Emery, 2010). Temporary event organizations have attracted little attention in research and as these types of organizations are becoming more prevalent and complex there is a need for a deeper exploration (Getz, 2012:280; Xing & Chalip, 2009).

Parent and Slack (2007) and Parent (2008) highlight that the LOC spends a considerable amount of time and money to develop plans and court stakeholders as well as to build and maintain relationships with them in order to retrieve necessary resources to host the event effectively. Thus, the LOC is affected by several stakeholders when hosting an event and is further put under high pressure for the event to succeed. This is also emphasized by Emery (2010) as he argues that the LOC is often being placed in the role of a low level, time-bound franchise contractor, who under pressure from media and fans is expected to work with several different stakeholders to host and arrange a one-time event. According to Parent and Slack (2007) the primary stakeholder that can put high pressure on the LOC is the organization holding the rights to the event, such as international sport federations, thus in this particular case FIS. Therefore, it is highly important to study the relationship between the LOC, which in this case is the company 'Skid-VM i Falun 2015 AB' (hereafter referred to as Falun2015) owned by the three parties, the Municipality of Falun, the SSF and Skidspelen, as well as the international stakeholder, in this case FIS, who holds the rights to the NWSC, see figure 1. This relationship can be studied from different perspectives, one being the angle of whether the stakeholders' objectives and goals with the event are complementing or colliding and further how the relationship between the stakeholders is structured in terms of collaboration, coordination and control in order to reach their specific objectives.

Even though the management of large-scale events has seen an increasing development of professionalization lately (Emery, 2010; Ferkins & Shilbury, 2015; Robinson & Minikin, 2011; Senaux, 2008), there is still a need for event management to further professionalize in order to avoid for instance management failures or financial shortcomings. The academic literature, Harris (2004) and Thomas and Thomas (2013) amongst others, argues for a deeper and increasing professionalization on event management. Ferkins and Shilbury (2015) further

stress that research misses out on cases of meaningful relations in terms of collaboration and coordination between event stakeholders.

Figure 1 - Depiction of the Arranging Parties



Source: Compiled by authors

1.3 Purpose and Research Question

The above problem discussion has led us to the purpose of our study. The focus of this thesis will therefore be on exploring the relationship between international and national stakeholders towards the successful hosting and managing of a temporary international large-scale event. This purpose will be achieved with an examination of the interrelationship between the international stakeholder, FIS, and the national stakeholders, the Municipality of Falun, the SSF, Skidspelen and the LOC, mutually hosting the NWSC in Falun 2015 in order to understand in greater depth the complex nature of international large-scale sports events in regards to challenges and meaningful collaboration and coordination. Thus, in order to answer the purpose of this thesis we have formulated the following research question:

How is the relationship between international and national stakeholders structured and developed in terms of collaboration and coordination in a temporary international large-scale event in order to achieve their perceived success of the event as well as their own specific objectives?

1.4 Delimitations

We intend for our research to have the focal point at the stakeholders involved in the organization of the NWSC and not at other stakeholders such as media and marketing agencies, athletes or spectators etc. Furthermore, the thesis is focusing on the relationship

between these organizers in terms collaboration and coordination and will not focus to a great extent on other aspects of hosting a temporary large-scale international event. Added to that, we delimit ourselves to discuss the question of a successful event based on the current state when the interviews and the observation were conducted. Thus, fulfillment of long-term benefits and other perspectives of the event will not be considered. It is also important to mention that the other stakeholder groups, such as athletes, will likely have a different perception of what a successful event is, compared to the stakeholders organizing the event. This aspect, however, will not be studied in this thesis.

1.5 Disposition

The thesis in the following is divided into six major parts, with the first one being a brief case description with background information about the NWSC in Falun 2015 and its arranging parties. Secondly, the theoretical framework is presented which provides the reader with an outline of the literature used for this particular research, including event management, stakeholder management relationship and collaborative arrangements. Thirdly, the methodology outlines the choice of case study as a method and a presentation of the data collection process with focus on interviews and participant observation. Fourthly, the empirical findings gathered from interviews, a participant observation and secondary data respectively are presented. Fifthly, the empirical material is analyzed together with the theoretical framework. Finally, the thesis ends with a summary that highlights the main findings of this thesis, which is followed by implications for practice and theory as well as suggestions for future research.

2. CASE DESCRIPTION

In this chapter the reader will be provided with a brief description of the case: the NWSC in Falun 2015. In addition, background information of the different parties hosting the event will be outlined.

2.1 The FIS Nordic World Ski Championships in Falun

Three times earlier has the city of Falun in Sweden hosted the NWSC; in 1954, 1974 and 1993. This year, Falun had yet again the honor to be organizing the event, which occurred between 18 February and 1 March. During the NWSC, the athletes competed within three FIS Nordic disciplines; Cross-Country Skiing, Ski Jumping and Nordic Combined. This international event is the largest event taking place in Sweden in 2015 (Falu Kommun, 2015c; Falun, 2015d).

2.1.1 The History of the FIS Nordic World Ski Championships in Falun

The three previous events were perceived to have had a positive outcome for the region, which definitely inspired Falun to apply for one additional event to take place at the Lugnet venue. The first NWSC in 1954 was a very successful event in terms of spectators, with the at the time impressive number of 115,000 visitors during the nine days long event. 500 athletes competed from 21 different nations and thus the international sport exchange between nations was not as wide as it is today (Falun, 2015b). Before the NWSC in 1974 Falun was under heavy construction with regards to sports facilities, where for example the new Ski Jumping hills and the ski stadium, that are still used today, were built. All these new facilities turned Falun and the Lugnet venue into an important national sports arena and contributed to the success of the NWSC in 1974, which also made Falun one of the most attractive winter sports venues in Northern Europe. Compared to 1954 the total number of spectators increased to around 160,000. The NWSC in 1993 was also a success, at least in terms of spectators, where for example the last day of the Championships attracted almost 50,000 spectators for just one competition (Falun, 2015b).

2.1.2 The Bidding Process to Host the FIS Nordic World Ski Championships in Falun 2015

The Municipality of Falun and the SSF decided to apply to host the event either in 2013 or 2015 (Falu Kommun, 2015a). Candidates applying must provide FIS with a written

confirmation stating that the organization is prepared to conform to the FIS Rules for the organization of FIS competitions as well as pay a registration fee of CHF 150,000. The elected organizer must also pay a non-refundable winner fee of CHF 400,000 (FIS, 2014). From the initial application to the final decision by FIS, Falun presented its views and plans for hosting the NWSC in front of the FIS Inspection Group at a meeting in 2009. At that occasion, Falun presented the concept "Beyond Skiing 2015", a new idea indicating that the NWSC in Falun would take the competitions to a new and higher level. For example, it would include the entire Falun/Dalarna region, a new media approach for viewing the competitions would be developed, such as apps for following the competitions, and the organization would promote the sport to youngsters (Idrottens Affärer, 2009). Falun was, however, not successful in being elected as host for the NWSC in 2013, that event was instead awarded to Val di Fiemme, Italy. Nevertheless, Falun was in the final round for hosting the event two years later. During the bidding process for 2015 Falun competed against three other cities; Lahti (Finland), Zakopane (Poland) and Oberstdorf (Germany). At FIS's Congress in Antalya, Turkey, in June 2010 Falun was awarded as hosts, when Falun won after a final and third round against Lahti with only one vote (FIS, 2010). Directly after the election, the Municipality of Falun and the SSF had to sign a hosting contract with FIS that stipulated all rights and obligations (Falu Kommun, 2015b).

2.2 Organizing Parties

The five organizing parties, and thus the key stakeholders, that have been involved in the organizing of the NWSC 2015, are further depicted below.

2.2.1 The International Ski Federation

FIS was founded in 1924 and is an organization consisting of 123 national ski federation members. The disciplines of concern for FIS are amongst others; Cross-Country Skiing, Ski Jumping, Nordic Combined, Alpine Skiing, Freestyle Skiing and Snowboarding. The aim for FIS is to promote as well as develop the sport of skiing and snowboarding. FIS is the governing body for international skiing and snowboarding and the international rights holding organization (FIS, 2010; FIS, 2015b), thus it owns the rights to the NWSC (FIS, 2014). General goals for FIS include the global promotion and development of competitive skiing and snowboarding and to carry out top-level competitions including the fight against doping. Furthermore, FIS has a desire to make skiing and snowboarding the first choice among winter sports, which partly is done by promoting the sport as widely as possible and

by seeking support from partners to invest in the sport. Linked is also the target of stimulating youngsters to participate in the sport and to meet the needs of tomorrows skiers, thus to ensure the sustainability of skiing (FIS, 2015a; FIS 2015b).

2.2.2 The Swedish Ski Association

The SSF is the national ski federation in Sweden, and a member of FIS. Currently, the SSF has approximately 1,400 local associations as members. The disciplines of interest for SSF are Cross-Country Skiing, Alpine Skiing, Freestyle Skiing, Ski Cross, Freeskiing, Snowboarding, Speed skiing, Telemark skiing, Ski Jumping and Roller Ski. SSF covers everything from the national elite teams within each discipline, the arrangement of large international championships and competitions to activities for children and youngsters. The overall objectives for SSF are to have successful national teams, attractive activities with many athletes within the different disciplines and to keep skiing as a sport in the Swedes hearts (Svenska Skidförbundet, 2015).

2.2.3 The Municipality of Falun

The Municipality of Falun is located in mid-Sweden in the province of Dalarna and is the residential city in the region with approximately 60,000 inhabitants. The Municipality of Falun owns the Lugnet venue. Every year it has about 1 million visitors and it is one of Europe's most complete sports and recreational venues, targeting different activities within sports (Falu Kommun, 2015d). The vision for the Municipality of Falun is "*A larger Falun*" (Falu Kommun, 2015f).

2.2.4 Svenska Skidspelen AB

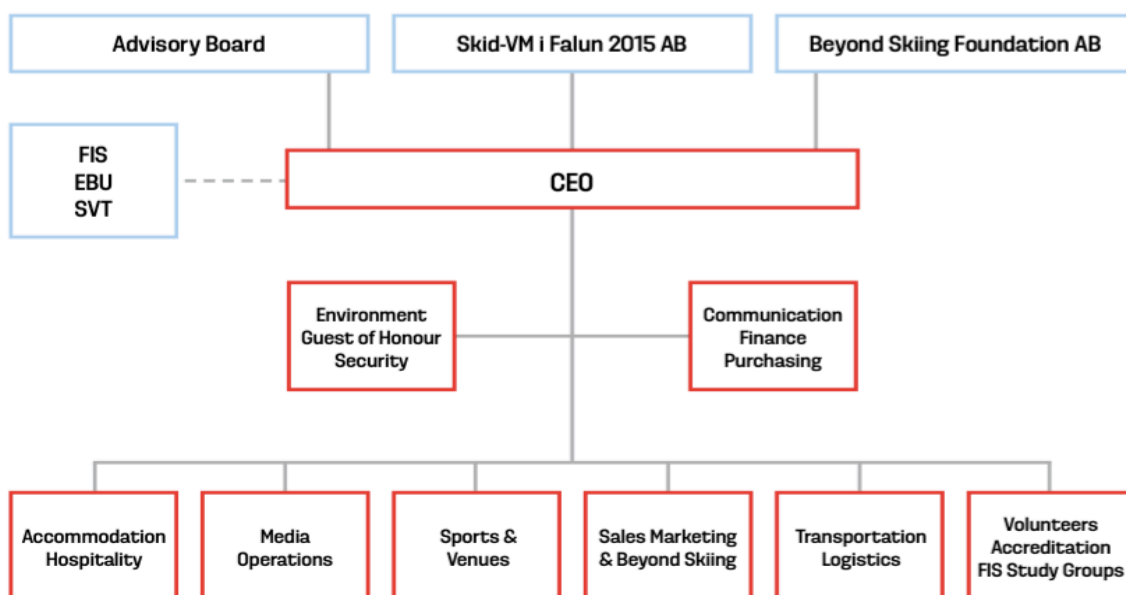
Skidspelen is an arranging company owned by the Association of Svenska Skidspelen. The Association of Svenska Skidspelen was founded in 1977 and consists of 12 member ski clubs from and around the region of Falun. Skidspelen has arranged several World Cups in Falun throughout the years, often the World Cup Final every season as well as been involved in arranging the prior NWSCs (Svenska Skidspelen, 2013; Svenska Skidspelen, 2015b). In 2012, the two current owners, the Municipality of Falun and SSF, asked Skidspelen to be a partner in Falun2015 and in July 2012 Skidspelen acquired ten percent of the stocks (Falun, 2012; Norin, 2012). The overall objective for Skidspelen is to constantly evolve as an organizer of Nordic Events, and thus to become one of the world's best organizers (Svenska Skidspelen, 2015a).

2.2.5 Falun2015 - The Local Organizing Committee

In order to organize the NWSC, the company Falun2015 was created. The Municipality of Falun and the SSF own 45 percent each, and Skidspelen owns the last ten percent. The responsibilities of Falun2015 concern the actual arrangement of the event, which among others includes, the competitions, accommodation and transport as well as all the additional activities taking place in the Lugnet venue and downtown Falun (Falu Kommun, 2015e).

The LOC is organized as follows, see figure 2 below; on the top level the Advisory Board, Falun2015 and Beyond Skiing Foundation AB are present. The Advisory Board consists of highly merited people such as CEOs from large industries in Sweden, ski professionals as well as the Governor of Dalarna. The Beyond Skiing Foundation AB is mainly owned by Falun2015 (91 percent) and consists of a network of members such as companies and organizations, approximately 400, whose main task is to support the NWSC. Moreover, Falun2015 has a company board with six people from the Municipality of Falun, the SSF, Skidspelen and the CEO of Falun2015. Furthermore, Falun2015 is divided into eight different divisions, as seen in figure 2, with one Director for each of the divisions (Falu Kommun, 2015b; Falun, 2015f). The overall vision for the NWSC set out by the LOC is to create an event *"Beyond All Expectations"* (Falun, 2011).

Figure 2 - The Local Organizing Committee's Organizational Chart



Source: Falun, 2015f

3. THEORETICAL FRAMEWORK

In this chapter the reader will be provided with a literature overview within the field of event management, stakeholder management relationship and collaborative arrangements.

3.1 Event Management

The theory regarding event management will be presented below, having its focus on project management team and organization in large-scale events as well as involved stakeholders and their different objectives and goals with an event.

3.1.1 Project Management Team and Organization in International Large-Scale Events

Getz (2005:16) defines that planned events are *"Temporary occurrences with a predetermined beginning and end. Every such event is unique, stemming from the blend of management, program, setting and people"*. To further define the difference between certain specific events is however not done easily as there are several definitions and terms used in the literature. These are for example mega-event, major event, hallmark event and large-scale event, but despite these different terms they tend to be used interchangeably (Emery, 2002; Getz, 2005:18; Parent & Smith-Swan, 2013:3). Major sport events can be seen as an umbrella category over hallmark, large-scale and mega sports events, with the definition of high attendance and media attention. The definition of a large-scale event is, a part from being a planned and temporary event, also defined as having an overall international nature with delegations from several countries, a high level of attention from international media as well as being beneficial for the host country or region (Dolles & Söderman, 2008; Parent & Smith-Swan, 2013:3-4).

International large-scale events often require the establishment of a new organization to lead the efforts by the event's alliance of key stakeholders (Getz, 2005:64; Parent & Smith-Swan, 2013:34). The exact structure of the organization might, however, vary from event to event. Mainly, LOCs hosting large-scale events tend to be non-profit organizations according to Parent and Smith-Swan (2013:34) but this might differ due to the national context as well as different desires from key stakeholders. Furthermore, they as well as Getz (2005:64), bring forward that it is rather usual that municipal and federal governments enter into an alliance with the national sport federation to host the event. Regarding the project management team, Getz (2005:74) as well as Xing and Chalip (2012), suggest that it is beneficial for the event to

reduce bureaucratic hierarchy as much as possible in order to enhance effectiveness. Moreover, it is highly important to maximize internal communication as well as flexibility. Getz (2005:74) stresses that this structure requires an incorporation of quality control mechanisms, which puts high pressure on the manager and his or hers ability to organize, motivate, and manage a team of experts as well as the highly important volunteers.

Lundin and Söderholm (1995) early argued in the academic literature that it is important to consider four characteristics; time, task, team and transition, when discussing temporary organizations. Xing and Chalip (2009; 2012) further elaborate on this in connection to organizations hosting international large-scale sports events when they claim that these have some important characteristics such as a rapid growth in employee numbers and being of a temporary nature. In addition, these organizations have brought together people with important and necessary knowledge to perform particular tasks as well as to work together in a team in order to stage the event. Söderlund (2004) also defines this when he argues that these kind of temporary organizations consist of people who has never worked together before and will surely not work together in the future. He further claims that it is highly important to consider some core aspects, such as that temporary organizations are restricted to a certain time limit and therefore experience time-pressure, in order to truly understand these types of organizations.

Temporary organizations have a long history, for instance in pharmaceutical, construction and automotive industry, but the knowledge of this kind of work is low according to Xing and Chalip (2009; 2012). Moreover, Müller (2014) claims that there is an ongoing trend to move from more permanent organizations toward temporary organizations and that they are becoming more and more common in other sectors than those just mentioned. However, Söderlund (2004) argues that many researchers have largely ignored the study of temporary organizations and instead mainly focused on permanent organizations. Xing and Chalip (2009; 2012) further argue that the challenge is to understand how people function and work in these organizations where control is not direct and immediate and conformity to well-established administrative routines is not a guarantee. This temporary aspect causes organizations to shift from formal work structures to informal systems with a focus on interpersonal relationships.

3.1.2 Stakeholders in an International Large-Scale Event

Stakeholder theory, originally outlined by Freeman (1984:46), defines a stakeholder as an individual or a group who can affect or is affected by the achievement of the organization's objectives. A distinction between early interpretations of the concept of stakeholders and later perspectives was made by Sternberg (1997) where he stated that stakeholders were originally identified as those without whom an organization could not survive, in contrast to that stakeholders now are identified as those who have a stake in the organization. Friedman, Parent and Mason (2004) claim that the focal organization must take into account the interests of all stakeholders into its policies and decisions. The potential influence a stakeholder might have on the organization is highly dependent on the relationship between the stakeholder, the focal organization and other parties as well as what power the stakeholder possesses (Frooman, 1999). According to Mitchell, Agle and Wood (1997) the more power, legitimacy and urgency a stakeholder possesses the more influential the stakeholder will be in the relationship with the focal organization.

In the sport industry, no sole stakeholder directs the whole industry, which leads to several actors being involved when arranging an international sports event. One example of a stakeholder is the international rights holding organization, which most commonly is the same as the international sport federation (Parent & Smith-Swan, 2013:6-7; Solberg et al., 2009). Ordinarily it is the international sport federation that sets out the rules for the sport and its competitions and furthermore elects the LOC as well as oversees the preparation of the event. Equally important actors in the host country are the national sport federation and the LOC when arranging such an event (Masterman, 2004:29-31,34; Parent & Smith-Swan, 2013:6-7). Thus, when arranging an international sport event several different actors from international, national and local organizations are needed. In addition, there are also other stakeholders affecting the organizations involved in hosting an event, such as volunteers, the local community, government agencies, visitors, spectators, media, sponsors, corporate partners as well as athletes. All these stakeholders have certain and specific expectations of the event that might differ from the others (Getz, 2005:55,164; Parent, MacDonald & Goulet, 2014; Parent & Slack, 2007).

However, according to Parent and Slack (2007) the one stakeholder that puts considerable pressure on the LOC so that it conforms to a certain look and feel is the organization holding the rights to the event, the international sport federation. Thus, the LOC experiences pressure

on the one hand from the international sport federation to conform according to their rules and on the other hand pressure from national stakeholders, such as the local community and the national sport federation, to put the event in a local context or setting. So in the end, an event has both international as well as national stakeholders, who put their specific pressure on the event to conform according to their objectives (Emery, 2002; Parent & Slack, 2007; Solberg et al., 2009).

3.1.3 Stakeholders and Their Different Objectives and Goals with a Large-Scale Event

Every kind of organization exists in order to achieve a particular objective or set of goals (Fassin, 2012; Rowley, 1997; Slack & Parent, 2006:36). Slack and Parent (2006:40) stress that organizations' objectives can have both a short- and a long-term time frame. Having a set of goals and objectives are indeed very important when organizing an event since these provide directions for the stakeholders involved. In addition, expectations of the event are defined in the goals and objectives as well as how the event will be measured after its execution (Getz, 2005:17; Greenwell, Danzey-Bussel & Shonk 2013:29). Goals for an international sport event can for example be to maximize the attendance or participation, create value for sponsors and create a positive image for the hosting community (Getz, 2005:164; Greenwell et al. 2013:29; Winand, Rihoux, Qualizza & Zintz, 2011). It is often that key stakeholders influence the objectives specified by the organizer of the event, the LOC (Getz, 2012:48). Robinson and Minikin (2011) though imply that as sport organizations are under high influence from the external environment, a consequence might be that organizations adopt goals and objectives to meet the criteria set by external agencies rather than the ones that are more appropriately required for the organization itself. This could successively have an adverse impact on the establishment of sustainable activities by the organization. Getz (2012:11) furthermore claims that events, which are created or assisted by different government authorities or sponsors, often have outcomes, thus goals and objectives, clearly expressed.

Preuss and Solberg (2006) state that even though the ability to create economic impacts has received substantial attention in studies and reports, it has never been the primary reason for staging large-scale sports events as they have a value of their own. Getz (2012:11) further argues that government agencies often have several objectives with an event and they tend to be connected to social and/or cultural policies. Traditional examples are the desire to attract tourists, visitors, increase the number of hotel stays and to market the entire host region.

These objectives are not only established for a short-term perspective, i.e. at the actual time of the event, but also for a longer perspective (Getz, 2012:339-344). Moreover, other objectives might be to maximize venue efficiency as it is commonly the government who is funding and building new sport facilities (Getz, 2012:339-344; Preuss & Solberg, 2006). Preuss and Solberg (2006) stress the fact that such an upgrading and improvement of sports facilities and the city's general infrastructure require substantial investment by the public sector and are thus dependent on political decisions. Nonetheless, these investments have not only implications in a short-term but also for a longer perspective, as the use of the facilities is established for future events. In addition, other objectives may concern promoting a healthy lifestyle in the region (Getz, 2012:339-344), as the public and local residents can use the new and better sport facilities to practice sports after the event (Preuss & Solberg, 2006).

Government agencies expect a return on their investment in form of visibility, participation in key decisions, protocol and legacy. The question of legacy for the hosting community is an important aspect when arranging an event as it is definitely something very much desired to achieve (Parent & Slack, 2007). What legacy actually is, is a much-debated issue in the academic literature and it is still lacking a clear definition (Preuss, 2007; Swart, Bob & Cornelissen, 2011). Preuss (2007:211) provides one definition of legacy: *"Irrespective of the time of production and space, legacy is all planned and unplanned, positive and negative, tangible and intangible structures created for and by a sport event that remain longer than the event itself"*. Legacy might therefore also include improved public welfare, additional employment, increased tourism and international reputation (Preuss, 2007). Large international events can create huge costs and losses and therefore not all legacies are positive, neither can they be completely planned by the organizers in advance (Getz, 2005:139; Preuss, 2007; Swart et al., 2011). Negative legacies connected to an event can for instance be debts from constructing or renovating facilities, unneeded infrastructure and loss of permanently returning tourists (Preuss, 2007).

Since an event is temporary and closely related to one location makes the assessment of long-term impacts with multiple variables and subjective measures uncertain (Preuss, 2007). Preuss (2006) argues that legacy is not only of relevance for the local community, where the event has taken place, but also important for international sport governing bodies to take into account. He claims that if the event were to be perceived as a failure, a positive legacy would avoid the public from blaming the international sport governing body and furthermore

provide it with proof that the event did benefit the hosting community. Moreover, Preuss (2006) as well as Preuss and Solberg (2006) state that a positive legacy supports the use of public funding for permanent or temporary infrastructure and that it also leads to motivation for other cities or nations to bid for an event in the future. Overall, positive legacy provides the international sport governing body with a more international support and a more positive opinion towards large international events from the world (Preuss, 2006).

3.1.4 Steps in Constructing the Research Framework

The above stream of event management literature sheds light to the definition of large-scale events, thus visualizes the limitation of this research to only study such an event and illustrates aspects of importance. The literature's view on ownership and structure of large-scale event generates a foundation for the understanding of the organization and then further what characteristics that are perceived by the literature regarding temporary large-scale organizations. It facilitates the definition of international and national stakeholders of the NWSC and why they are essential to the event and consequently generates an understanding of the scope of the stakeholders. Finally, the literature helps to elucidate the pressure created between stakeholders and to define the stakeholders' specific goals and objectives connected to the event, thus contributes to answer the research question.

3.2 Stakeholder Management Relationship

Stakeholders are entities of high strategic importance for an organization as they have the ability to influence the organization's existence, thus much of the literature have been stressing the importance of understanding the organization's stakeholders and focusing on how the relationship should be managed between these different stakeholders (Dohnalová & Zimola, 2014).

3.2.1 Managing Multiple Stakeholders and Objectives

Svendsen (2000:49) particularly states that it is clearly understood within the academic literature that organizations have different kind of stakeholders, that both affect and are affected by the organization, however, the dynamism and the degree of the relationship is less understood. Dohnalová and Zimola (2014) argue that organizations should strive to move beyond creating value for only the owners but also take into account claims for the fulfillment of all legitimate stakeholders of the organization. This is also in line with Senaux (2008) and his research on sport governance where he states that a good governance system is

where the managers take into account different stakeholder groups and their interests. Dohnalová and Zimola (2014) further stress the challenge of actually establishing the criteria for analyzing the stakeholders' expectations as each stakeholder group has its own objectives and influence on the target behavior for the organization.

Hitt, Freeman and Harrison (2001) emphasize that the purpose of stakeholder management is to devise different methods of how to handle and manage several relationships as well as multiple objectives in order for the organization to ensure success. They further argue that stakeholder management relies on partnering mentality that involves different aspects such as communication, negotiation, contracting, management of the relationship, and motivation. This is correspondent to Svendsen's (2000:3) statement that stakeholder relationship can be seen as being reciprocal, evolving and mutually defined, which further specify the relationship as being of a collaborative nature. Harrison and St. John (1996) also emphasize partnering when they argue that organizations are changing from traditional stakeholder management modes to a partnering mode that will eventually lead to the achievement of common goals and objectives. Svendsen (2000:69) further stresses the importance of having aligned goals and values to easier understand each other and argues that collaboration between stakeholders is the new approach to stakeholder relations, in contrast to the old approach defined as being fragmented, focusing on managing the relationship and having short-term business goals (Svendsen 2000:3,14).

Parent and Séguin (2007), Preuss and Solberg (2006) as well as Solberg et al. (2009) also respectively reflect upon stakeholders within international sports events and their different motives and objectives for being involved. They, as well as Senaux (2008), argue that these different objectives and motives can be confusing, thus leading to conflicting interests regarding the organization of the event. Svendsen (2000:49,132-133) argues that this confusion might be risky for the relationship since challenges or conflicts might arise due to that the demands and interests of one stakeholder might clash with that of the other. Svendsen (2000:132-133) also stresses that a further challenge is the difference in power and status that might occur between the partners, and thus highlights the importance that they are to be seen as equal. All these stakeholders will have the power to influence the successful staging of an event, which will lead to difficulties organizing an event (Parent & Séguin, 2007; Solberg et al., 2009).

In addition, Ferkins and Shilbury (2015) argue that there lies a large challenge for which stakeholder group the system of sport governance should be designed for, also in connection to environmental changes such as increased professionalization and globalization and their impact on traditional designs and notions of stakeholders. Moreover, Senaux (2008) implies that the current governance mechanisms are not necessarily well suited to this existence of multiple stakeholders with their mixed objectives in the rapidly professionalizing sport environment. Few scholars have drawn upon stakeholder theory when exploring sport governance issues, even though the relationship between the sport organization and the stakeholders is important (Ferkins & Shilbury, 2015; Senaux, 2008). The process, where an organization, or a network of organizations, steers itself, allocates resources and exercises coordination and control is what Ferkins and Shilbury (2015) refer to as governance. Ferkins and Shilbury (2015) as well as Shilbury, Ferkins and Smythe (2013) argue that this definition is a much suited way to approach governance within the sport domain where the term "sport governance" has come to entail both the governance of an organization as well as the notion of governance across a sport system. Freeman's viewpoint in stakeholder theory has highly influenced the sport setting, even though the stakeholder concept is a widely used term with varied meanings within sport management and governance (Ferkins & Shilbury, 2015).

Furthermore, Svendsen (2000:49,110,132-133) notes that since boundaries, physical or non-physical, around and within organizations are becoming more and more diffuse in the globalized world today it is a challenge to build and nurture a relationship with stakeholders. In this respect and in order to overcome the challenges, the academic literature stresses that there is a need to build more collaborative partnerships (Harrison & St. John, 1996). But as Svendsen (2000:49) states, a collaborative relationship can be both costly and time-consuming in financial and human terms. Building a relationship is not something the organization does over one night. It takes time, and it therefore demands capital for various tasks (Svendsen, 2000:49). Furthermore, the relationship will also change over time due to various factors and the relationship is repeatedly shaped and re-shaped as a result of the actions of the stakeholders (Svendsen, 2000:65).

3.2.2 Steps in Constructing the Research Framework

This field of research contributes with a general understanding of the relationship between stakeholders and how it should be managed. It highlights and provides an initial understanding of the aspect of collaboration and coordination in the research question as well

as that the stakeholders strive to achieve their respective objectives. It further sheds light to potential challenges due to the collaboration between international and national stakeholders having different objectives, yet again linking to the research question and the achievement of objectives and success of the event.

3.3 Collaborative Arrangements

Getz (2005:56) states that it is more and more common that event organizations are involved in external relations that require collaboration, a form of partnership or alliance. This type of partnership can take place either within the organization's country of origin or across borders, and thus often with the underlying motive to gain location-specific advantages, overcome legal constraints, diversify geographically, or to reduce exposure in environments characterized as risky. Additional motives for using a collaborative arrangement are to spread and reduce costs, specialize in competencies, avoid or counter competition, secure vertical and horizontal links and learn from other organizations (Daniels, Radebaugh & Sullivan, 2013:572-573). There is a rather wide choice of collaborative arrangements for organizations, and with regards to non-equity contractual agreements two common choices are licensing and franchising (Daniel et al., 2013:568; Erramilli, Agarwal & Dev, 2002).

3.3.1 Licensing and Franchising

According to Daniels et al. (2013:578) licensing is an agreement where an organization, commonly known as the licensor, grants intangible property rights to another organization, commonly referred to as the licensee, to use in a specified geographic area for a specified period of time. Hill, Hwang and Kim (1990) argued that the licensee is the one bearing most of the costs of the operation while the licensor's level of resource commitment is low, mostly required to only provide people involved in training as well as to monitor the licensee's behavior so that no violation of the contract will occur. Therefore, the level of control from the licensor's side is rather low. In this arrangement the licensee ordinarily pays a royalty to the licensor. Moreover, Daniels et al. (2013:578) divide licensing into two different parts; where an exclusive license is when the licensor gives the rights to only one organization for a specified geographical area and a specified period of time, compared to a non exclusive right granted by the licensor.

Nijmeijer, Fabricotti and Huijsman (2014) describe franchising as one way of structuring a productive relationship between two parties that both contribute to the production and/or the

distribution of a product or service. Daniels et al. (2013:580) argue that franchising is a specialized form of licensing, where the franchisor not only grants a franchisee the use of intangible property, such as a trademark, but also operationally assists the business constantly. Typically the franchisor leases its brand name and provides marketing support, technical advice and training, however the daily involvement is lacking (Erramilli et al., 2002). The types of relationships are many and Nijmeijer et al. (2014) stress that within franchising there are several key dimensions for the franchising relationship to work such as the question of ownership, business format in terms of control, contract design, size and age of the organization and last but not least the behavior and interaction between the partners. Hadfield (1990:932) reflected upon these elements some years ago when she further described what she refers to as a "business format" relationship, where there is a separation of ownership and control. In such a franchising mode the franchisor provides typically everything from marketing concept, product ideas and design to operating manuals and quality standards, thus the franchisee operates under a business format completely structured by the franchisor (Hadfield, 1990:933). According to Hadfield (1990:934) it is extremely seldom that the franchisor bears a significant share of the capital cost or risk of setting up the franchisee's operations. The franchisor does however receive shares of revenues in exchange for its contribution of business format and trademark. In addition, the franchisor regularly collects an up-front franchise fee and/or also fees for specific services (advertising, employee training etc.) from new, or renewed, franchisees. Erramilli et al. (2002) further stress that the relationship between a franchisor and a franchisee is often intended to be a long-time arrangement and of an on-going nature.

A similar large-scale event to the NWSC, though in a much larger setting, is the Olympic Games and several studies have been conducted for instance on the governance and the relationship between its different stakeholders (Chappelet & Kübler-Mabott, 2008:93; Theodoraki, 2009). Theodoraki (2009) argues that the relationship between ownership, governance and delivery of the Olympics is a complex situation, where the International Olympic Committee (hereafter IOC), the international rights holding organization, owns the concept but let others carry out the event, namely the host city/nation together with international sport federations. She further stresses that the IOC holds a monopoly over the event in question. Hence, the hosting agreement can be seen as a franchise temporarily granted to the host city. Lines and Heshka (2009) also describe this relation when they write that the LOC can be seen more as a franchisee of the IOC, than as a purchaser of a product.

This is also in line with Emery's (2010) statement about the LOC often being a franchise contractor. Chappelet and Kübler-Mabott (2008:93) highlight that the LOC has prior been considered as franchisees of the Olympics by the IOC themselves, but that it has now changed into that the IOC views the LOC more as a partner working towards the success of a common project with several different stakeholders. However, they moreover argue that it is very difficult for an LOC to have a view beyond its own duration and to adopt the long-term perspective of the IOC, since the IOC must make sure that the Olympic system continues on to the next Olympic event.

3.3.2 Coordination and Control in Collaborative Arrangements

The linkages between the international partner, such as the international governing body, and the local organization are essential for the process of organizing the event. More specifically the linkages, in terms of coordination and control, can be strained due to that the international governing body might seek to closely supervise a LOC. This does not necessarily have to be negative. The LOC could very well benefit greatly from this tight supervision by using the resources of the international governing body (Getz, 2005:194). Control is important in collaborative arrangements, however according to Daniels et al. (2013:576) and Svendsen (2000:2) organizations involved in collaborative arrangements are more likely to lose decision-making control due to that each organization favors its own performance over that of the company network involved, which will generate compromises between the organizations. Collaborative arrangements further imply that the organizations should share both knowledge and revenues, which is important for the foundation of the arrangement.

According to Dekker (2004) control can be exercised either through formal or informal mechanisms modes. Svendsen (2000:2) stresses that a relationship should be governed by contracts of an implicit or explicit nature that define what each partner expects from each other as well as what each partner is prepared to give to the relationship. Formal mechanism modes are established through contractual obligations and can be subdivided into outcome and behavior control mechanisms. Outcome control mechanisms are control modes connected to goal setting, which directs task performance, clarifies mutual expectations and increases goal congruence. In addition, incentive systems or reward structures are also an outcome control mechanisms. Behavior control modes are more connected to planning, procedures, reporting, and rules and regulations. It further involves behavior monitoring and rewarding. Informal mechanism modes are more "soft" modes of control such as social

control, where trust is mainly argued to be the principal mode. Trust evolves from the interaction between partners, for example in joint decision-making and problem solving (Dekker, 2004).

3.3.3 Trust in Collaborative Arrangements

Cullen, Johnson and Sakano (2000) and Daniels et al. (2013:588) highlight that it is important to consider that not everything in an international collaborative arrangement can be specified in a contract, since no contract can cover everything or account for every upcoming issue. Cullen et al. (2000) moreover stress that instead of relying totally on the contract there must be a consideration of trust and commitment into the relationship, since these two concepts are crucial for a relationship's well being. The definition of trust has been manifold in the academic literature (Mayer, Davis & Schoorman, 1995) but one emphasized by Madhok (1995) is that trust is defined as having a set of mutual expectations regarding each other's behavior and the fulfillment of the specified obligations. Thus, trust is the perceived likelihood of the other partner not only acting in self-interest. When discussing trust it is important to consider that trust can be categorized into two different levels; inter-organizational trust, which is trust between an individual in one organization and the other organization as a whole, and inter-personal trust, where this kind of trust is established between individuals from the respective organizations (Zaheer, McEvily & Perrone, 1998).

Cullen et al. (2000) further stress that for international relationships the question of trust and commitment is specifically essential since this can bring together two partners from different cultures and nations, and therefore reduce conflicts and misunderstandings due to cultural clashes. They moreover emphasize the importance with direct face-to-face contact between the partners since it is more effective to build trust and commitment, thus overcoming national and organizational differences. Dolles and Wilmking (2005) argue that in an international collaborative relationship it is more difficult, compared to a relationship with partners from the same nation, to establish trust due to them not being familiar with each other's rules, cultures and values. They can have different assumptions about certain things, which might lead to difficulties in creating a relationship based on a high level of trust.

Nevertheless, Madhok (1995) emphasizes that a relationship being characterized with a high level of trust is not something that will just happen, rather it evolves gradually over time due to a constant interaction between the partners and has to carefully be nurtured through

different forms of commitments. Madhok (1995) as well as Svendsen (2000:69) further stress that a major implication for reaching a high level of trust in a relationship is that trust-building is a rather slow, expensive and time-consuming process, which requires a high amount of investments in resources, both financial, temporal and managerial. Svendsen (2000:69) moreover explains that there is a need to exchange information, establish systems and procedures, and define roles and responsibilities for everyone in order to easier build and establish trust.

3.3.4 Challenges in Collaborative Arrangements

Being in a collaborative arrangement is not always a smooth journey to achieve the goals and objectives of the arrangement. Often collaborative arrangements experience some problems, since it is important for all parties in the relationship to be satisfied with the performance (Daniels et al., 2013:579). Harrison and St. John (1996) stress that a huge challenge with stakeholder relationships is the disagreement between partners, which might arise due to a wide array of varying background and values, their different abilities to absorb information as well as that they interpret situations differently. Daniels et al. (2013:579) further emphasize that unless the objectives of all partners are achieved, the collaborative arrangement is likely to fail. The upcoming issues during a relationship's lifetime can lead to a renegotiation of the arrangement in terms of responsibilities, ownership, or management structure. Several researchers, such as Daniels et al. (2013:584), Gulati (1998) and Kale and Singh (2009), argue that even though creating a collaborative relationship has been and is indeed very popular the rate of failure is rather high for these types of collaborations.

A failure can mainly depend on five different aspects according to Daniels et al. (2013:584); relative importance to partners, divergent objectives, control problems, comparative contributions and appropriations, and differences in culture. Relative problems can for instance be when one partner may give more management attention to the collaborative arrangement than the other, depending on for example if one partner is larger in size and therefore has more resources than the other. This issue might therefore lead to disagreements of contribution within the collaboration. Even though organizations enter into a collaborative arrangement when they have complementary goals and objectives, these might evolve differently over the relationship's lifetime. If that happens, it might also lead to disagreement and conflicting interests between the partners. The question of how to control each other is also important to consider in a collaborative arrangement, especially within franchising and

licensing where one grants the right to another partner. Even though control is granted to one of the partners, both may be responsible for upcoming problems. It is important to consider that if one partner dominates, it must still keep in mind the interests of the other partner. Comparative contributions and appropriations are defined as when the partner's relative capabilities of contribution may change over time. Lastly, differences in culture are important when discussing international collaborative arrangements. An arrangement with partners from two different cultures and nations might create clashes depending on different values and preferences, for instance on how to manage the arrangement or on whom to focus (Daniels et al., 2013:584-586). This is also stressed by Svendsen (2000:12-13), however she argues that these differences may very well be present within a nation and within a group of people in a society as well. All these aspects must be taken into consideration when managing a stakeholder relationship across borders.

3.3.5 Steps in Constructing the Research Framework

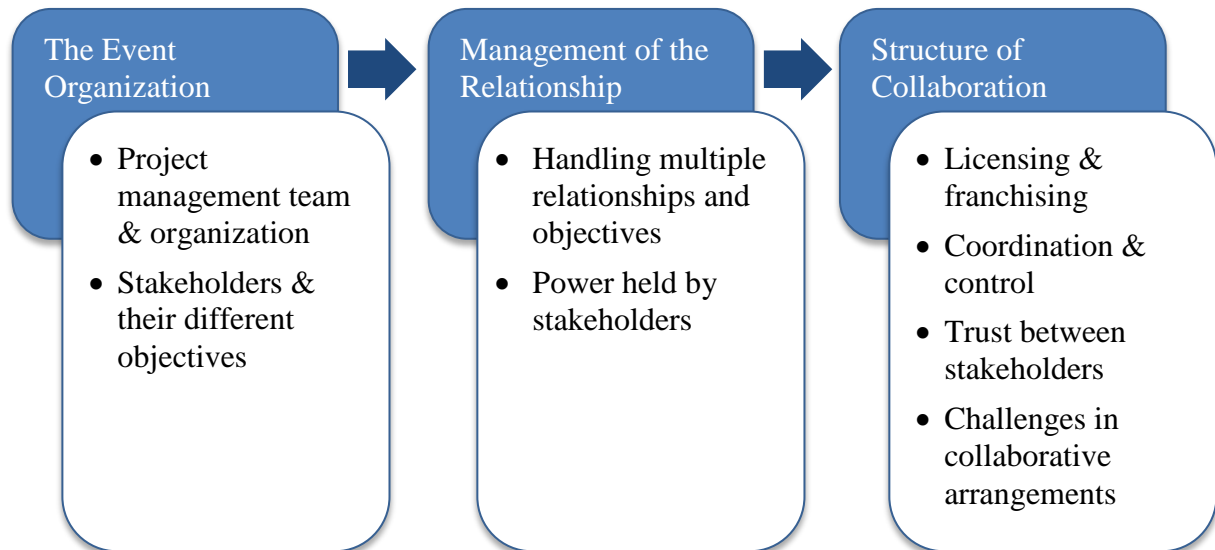
The above stream of literature contributes to answer the research question by defining how a relationship between international and national stakeholders can be structured in terms of collaboration, coordination and control within contractual agreements such as licensing and franchising. A further light is shed on the research question when discussing formal and informal control modes within these types of collaborative arrangements as well as challenges, such as cross-cultural differences.

3.4 Research Framework

The literature reviewed generates an overall picture of event management and its different international and national stakeholders in order to understand the origin of our research question. The provided theoretical framework contributes to the research question by shedding light to the complex management of large-scale events and its international and national stakeholders involved in the organizing of the event. The literature provides insights to the research question on the diverse network of temporary partnerships in such events as well as the stakeholders' specific objectives and goals connected to the event. Research regarding the interrelationship between stakeholders is presented with the purpose of clarifying the aspect of the research question concerning the relationship between stakeholders towards the successful hosting of an event. This is further narrowed down to also include specific forms of collaborative arrangements, such as contractual arrangements

in terms of licensing and franchising, with a focus on coordination, control and challenges within these types of arrangements. The research framework is illustrated in figure 3 below.

Figure 3 - Research Framework



Source: Compiled by authors

4. METHODOLOGY

In this chapter the methodology of the thesis is outlined. It explains in detail the overall structure of the research regarding how we have gathered our empirical data as well as how we have ensured validity and reliability throughout the whole research process.

4.1 Research Approach and Process

This study adopts a qualitative approach in order to study the relationship between international and national stakeholders, as the qualitative approach and our study have the purpose to uncover the meaning of a phenomenon for those involved and thus to gain an understanding of the phenomenon of interest from an insider perspective (Merriam, 2009:5,13-14). Linked to the lack of prior research of our specific phenomenon, Eriksson and Kovalainen (2008:5) state that a qualitative approach is particularly relevant and imply that such a qualitative research has to be exploratory and flexible due to potential unstructured problems. Moreover, since the aim of the study is to explore the relationship between stakeholders in the particular event of the NWSC in Falun 2015, a case study approach was used. According to Yin (2014:9) how or why questions are used for case studies since these are explanatory questions and the focus for a case study is on a contemporary event, which the NWSC in Falun truly is.

When applying our qualitative case study approach we used both an inductive and deductive process, which are two basic aspects of research logic within business research (Bryman & Bell, 2011:11-14; Eriksson & Kovalainen, 2008:21). We received an idea of the question as we created our theoretical framework, which later were confronted to the reality and the perception gained from the empirical findings. As we constantly moved iteratively between theory and the collection of empirical material, our reasoning process is in line with what is referred to as an abductive approach (Eriksson & Kovalainen, 2008:23). In addition they specifically state that abduction refers to the process of "*[...] moving from everyday descriptions and meanings given by people, to categories and concepts that create the basis of an understanding or an explanation to the phenomenon described*" (Eriksson & Kovalainen, 2008:23). As we used an abductive approach we had to do some necessary amendments in the theoretical framework, such as after having conducted all interviews with the respondents we realized that the question of trust in a collaborative arrangement was

indeed very important and something that had to be studied further from a theoretical perspective. We therefore returned to the theoretical framework and extended it with additional insights of trust in collaborative arrangements.

4.2 Research Design

The design of this study is a single case study. Below it will be outlined why the NWSC in Falun was chosen as our case as well as how the empirical data was collected.

4.2.1 Research Unit and Sample

A single case approach was found to be the most appropriate choice given that the aim of a case study is to understand a complex social phenomenon, which allows the researcher to study a certain case and therefore gain a holistic real-world perspective according to Yin (2014:4). Thus, we used a single case study to understand the complex phenomenon of arranging an international large-scale sports event, which enabled us to gain in-depth knowledge of how the different stakeholders of the same event work together while still aiming at achieving its own objectives and perceived success of the event.

The underlying reason for choosing the NWSC in Falun was first of all the fact that it fulfills our criteria of an international event with international as well as national stakeholders. Secondly, as it is an event that occurred this year it was still a fresh experience among the involved parties, which was seen to be positive for data collection as every stakeholder was involved in the work as well as easy to contact. Thirdly, the NWSC in Falun was of major importance due to its impact, which we have referred to and outlined in the introduction and case description. The different international and national stakeholders were contacted by e-mail and telephone in order to ask them to participate in our study. As we received positive replies from all stakeholders, we decided that this event would be relevant for our study, encapsulating both the international as well as the national perspective.

4.2.2 Data Collection Methods

The empirical data was collected through different sources such as interviews, a participant observation and secondary data. Interviews were the primary method, where we gathered insights from a total of 14 interviews with key managers from international and national stakeholders. Of our total 14 respondents four representatives were from FIS, five were representing the owners and part of the company board of Falun2015, and five were from the

LOC. Out of the five persons representing the Falun2015 company board, two represented the Municipality of Falun and the SSF respectively, one represented the LOC, and lastly one person represented Skidspelen. Furthermore, during our interview process we became aware that some of the respondents had prior connections to one or two of the other stakeholder organizations, such as earlier being employed or on a temporary leave from one of the other organizations.

Our choice of respondents was no random sampling, instead we used a purposeful sampling (Merriam, 2009:78). We chose to interview members from all the stakeholders with key management positions and members of the LOC to gain data from several perspectives and thus get a wider picture of the operative work with the event. Our intention was further to interview persons within each discipline; Cross-Country, Nordic Combined and Ski Jumping, in order to receive a wider understanding of the different parts of the event. Moreover, we also had the intention that the persons being interviewed should hold different positions in the organizations. At the beginning of our thesis we did not have 14 scheduled interviews, hence we constantly reached out to new persons during the course of time in order to deepen our empirical findings. For more detailed information regarding the interviews see table 1 below.

Table 1 - List of Respondents and Interviews

Organizer	Position	Name & Nationality	Interview type	Date	Location	Duration (total)
Falun2015	CEO & Falun2015 Company Board	Sven von Holst, <i>Swedish</i>	Telephone, Swedish, Recorder used	March, 19, 2015	Gothenburg, Sweden	45 Min
Falun2015	Communications Director	Katarina, Medveczky, <i>Swedish</i>	Face-to-face, Swedish, Recorder used	March, 10, 2015	Falun, Sweden	70 Min
Falun2015	Volunteers & Accreditation Director	Gunilla Back, <i>Swedish</i>	Face-to-face, Swedish, Recorder used	March, 10, 2015	Falun, Sweden	50 Min
Falun2015/ Municipality of Falun	Chief of Competition CC ¹ & Manager in Culture and Leisure Department	Tomas Jons, <i>Swedish</i>	Telephone, Swedish, Recorder used	March, 20, 2015	Gothenburg, Sweden	45 Min

¹ CC= Cross-Country

Organizer	Position	Name & Nationality	Interview type	Date	Location	Duration (total)
Falun2015	Chief of Competition NC ²	Per Busk, <i>Swedish</i>	Telephone, Swedish, Recorder used	March, 25, 2015	Gothenburg, Sweden	45 Min
FIS	Secretary General	Sarah Lewis, <i>British</i>	Face-to face, English Recorder used	February, 23, 2015	Falun, Sweden	70 Min
FIS	Race Director CC	Pierre, Mignerey, <i>French</i>	Face-to face, English Recorder used	February, 23, 2015	Falun, Sweden	40 Min
FIS	Race Director SJ ³	Walter Hofer, <i>German</i>	Skype, English, Recorder used	March, 17, 2015	Gothenburg, Sweden	60 Min
FIS	Event Coordinator CC	Sandra Spitz, <i>German</i>	Skype, English, Recorder used	March, 20, 2015	Gothenburg, Sweden	30 Min
Municipality of Falun	Mayor, Chairman Falun2015 Company Board	Jonny Gahnshag, <i>Swedish</i>	Face-to-face, Swedish, Recorder used	March, 10, 2015	Falun, Sweden	50 Min
Municipality of Falun	Commissioner of the Opposition & Falun2015 Company Board	Mikael Rosén, <i>Swedish</i>	Face-to-face, Swedish, Recorder used	March, 10, 2015	Falun, Sweden	75 Min
The Association of Svenska Skidspelen	Chairman Svenska Skidspelen AB & Falun2015 Company Board	Kenneth Wählberg, <i>Swedish</i>	Face-to-face, Swedish, Recorder used	March, 9, 2015	Falun, Sweden	60 Min
The Swedish Ski Association	President & Falun2015 Company Board	Niklas Carlsson, <i>Swedish</i>	Telephone, Swedish, Recorder used	March, 12, 2015	Gothenburg, Sweden	30 Min
The Swedish Ski Association	Vice Chairman & Falun2015 Company Board	Jerker Löfgren, <i>Swedish</i>	Telephone, Swedish, Recorder used	March, 17, 2015	Gothenburg, Sweden	40 Min

² NC= Nordic Combined

³ SJ= Ski Jumping

We also had the opportunity to conduct a participant observation of the NWSC in Falun since we signed up as volunteers and worked for the LOC the last week of the Championships. Merriam (2009:125) describes the stance of participant-as-observer as the researchers' observer activities to be subordinate to the role as participants. One reason for choosing to be participant observers was linked to Dibben and Dolles' (2013:478) argument that research within event and sport management mainly uses interviews, questionnaires or relies on secondary data, while participant observation is mostly ignored. If wanting to conduct a successful participant observation it is vital that the researcher, the observer, gains insider status from the group being studied, as they must view the researcher as a participant (Bryman & Bell, 2011:424-425; Dibben & Dolles, 2013:483). We were able to become insiders, and thus left the level of outsiders, as we truly participated in the actual staging of the event during our time as volunteers. With this in mind, the participant data collection method enabled us to gain a deeper understanding of the complex phenomenon of hosting a large-scale sports event. At the NWSC we worked within the division called "Spectator Service" during six days, which gave an important insight into the arrangement of the event. During our days of working we saw the actual competitions taking place as well as how other activities were established at and outside the Lugnet venue. We received a more profound understanding and an overall picture of how a sports event is organized, which we later on could connect to our interviews as we received a deeper understanding of relevant insights from the interviewees' answers. Had we not been present at the event, this positive additional aspect would have been lost.

4.2.3 Interview and Participant Observation Protocol and Process

Prior to our interviews we had created an interview guide where we had a list of specific topics and questions that we wanted to ask. The guide was used as a tool during the interviews but still with the intention to keep them flexible with the possibility to follow interesting directions taken by the interviewee. Thus we used a semi-structured approach when conducting the interviews (Bryman & Bell, 2011:467; Merriam, 2009:89). Our main topics and some example questions were sent out in beforehand to each interviewee by e-mail. This was done with an informative purpose in mind but we did not provide all our questions to the respondents since we wanted an open discussion. We used the same interview guide for all our 14 interviewees. However, during time we went back to the interview guide and made some modest changes as well as provided the interview guide with new questions and topics. For additional information of the interview guide see appendix 1

and 2. At all the 14 interviews both of us were present and they were recorded and then transcribed by us, where the practice of recording and transcribing ensured that everything said was preserved for the analysis (Merriam, 2009:109). The interviews were conducted in both Swedish and English, with ten of them in Swedish and four in English. They were transcribed in their respective language, and we translated quotes from the interviews in the empirical chapter from Swedish to English.

Out of 14 interviews seven were conducted face-to-face. The other seven were conducted through telephone or Skype since we did not have the opportunity to meet everyone in person, as they were located in different countries or different cities in Sweden. When we were able to meet them in person the interviews mainly took place at the respondents' workplace, with the only exception of the respondent from Skidspelen where we conducted the interview at a quiet and public place in Falun.

As participant observers we also had the opportunity to collect additional data by conducting several informal interviews where we for example asked questions of how other volunteers and spectators perceived the event as well as their expectations of the Championships. During our fieldwork we wrote down notes and took pictures of the event and its organization, which we summarized each day in our individual diaries. This way of working is highly important for observers in order to in detail summarize the observed information (Bryman & Bell, 2011:444; Merriam, 2009:128-136). We further sincerely believe that being a volunteer at the NWSC also gave us the opportunity to interview all our respondents as we showed high interest and were present at the actual event. The participant observation provided us with the possibility of exploring what the arrangement was truly about, as opposed to how it is formally depicted, which is something Bryman and Bell (2011:440) argue to be an advantage of being a participant observer.

4.3 Data Analysis by Means of Qualitative Content Analysis

After all the interviews had been conducted and transcribed the process of analyzing the data began. We initiated the process by bringing all the gathered empirical data, thus the transcripts, field notes, reports etc., together, which Merriam (2009:203) states to be a necessary step within a qualitative case study in order to make the data easily retrievable. We structured our findings according to a qualitative content analysis, which is a method of searching for themes (Bryman & Bell, 2011:572). In order to do this we used an electronic

data analysis tool program, called NVivo, which helped us to create certain categories based on topics derived from the theoretical framework, thus we used a method of deductive thematic coding (Fereday & Muir-Cochrane, 2006). These categories enabled us to structure and organize our empirical findings as well as compare them to the theoretical framework in order to identify similarities and differences. An example of a category was named "objectives and goals", where we gathered all empirical findings about that area. We could therefore, with the help of the data program, connect our empirical findings to our theoretical framework, which we later used for our analysis and finally the conclusion of the study's research question.

4.4 Validity, Reliability and Limitations of the Study

Both validity as well as reliability are important criteria when wanting to establish and assess the quality of a study, however these two concepts are argued to be of a somewhat problematic nature in qualitative research compared to quantitative research where they have a high level of relevance (Bryman & Bell, 2011:394). According to Merriam (2009:221) the question of reliability in a qualitative study is not whether the findings will be found again but instead if the results are consistent with the collected data. She further states that validity concerns how the research findings correspond to reality. One way, in order to increase and ensure validity and reliability of a qualitative study, is to use the technique of triangulation. This technique implies a method consisting of the usage of several different sources of evidence in order to verify and confirm data (Bryman & Bell, 2011:397). In order to receive a deeper understanding of this event we have consulted official reports and gathered data from secondary sources such as news articles in Swedish newspapers, information from the different organizers' homepages, FIS's Rules for hosting the NWSC and internal information regarding our work as volunteers.

In this study we collected our data from several sources such as interviews with the 14 respondents, our participant observation of the NWSC and finally secondary sources. An additional step to increase validity of our study was to interview more than one person from each stakeholder, which we were able to do for all stakeholders except for Skidspelen. Moreover, interviewing more than one respondent from each organization allowed us to receive a wider picture as well as that the respondents could verify each other's statements. However, the question of verifying each other was also possible in regards to Skidspelen since our semi-structured questions touched upon the relationship with all the stakeholders. In

that way we did receive verifying results regarding Skidspelen from other stakeholders even though we only interviewed one person representing Skidspelen. When conducting our participant observation we were also personally able to judge a possible success of the event and thus verifying the respondents' perception of success, as we for example observed the competitions and the spectators' view of the event.

As both of us were present at the interviews and together categorized and interpreted the answers for the analysis raised the reliability of the study as we were able to compare and confirm our views with each other. Moreover, we recorded and transcribed all the interviews word-for-word, which decreased the risk of misunderstanding the interviewees. In addition, we could easily during our work return to the transcriptions and control what had been said. Nevertheless, it is always important to take into account that the respondents may sometimes give beautifying answers and not provide the researchers with the whole truth about a certain topic (Bryman & Bell, 2011:479). This is something that we considered prior to the interviews and also something that we kept close in mind while conducting the analysis. Furthermore, according to Yin (2014:20-21) the question of making generalizations in case studies is a common concern, where he argues that case studies are generalizable to theoretical propositions but not to populations. He further argues that the goal is to make analytical generalizations, where the aim is to expand and generalize theories. Thus the findings can therefore be extended to other contexts outside of the original case. In the thesis we have created a research framework based on the theoretical framework in chapter 3, which was used to make analytical generalizations and thus it is likely to be applicable to other and future events.

As we were able to conduct interviews with respondents from all the five stakeholder organizations we were able to reduce potential limitations with our method, as we gained insights from all key stakeholders. Nevertheless, one possible limitation might be that we were only able to interview two out of three Race Directors from FIS. However, since both of them had similar answers we believe that it did not substantially limit our case study. An additional limitation might be that we did not interview staff from the LOC in regards to all three disciplines, as we lacked an interview with the Chief of Competition in Ski Jumping. Nevertheless, in total with our 14 respondents we covered all disciplines in the NWSC and thus consider it to be a minor limitation. Moreover, as we only interviewed one respondent from Skidspelen this might be considered as a limitation in terms of representation from that

particular stakeholder. But as that respondent was the key representative from Skidspelen, and thus primary active in the work with the NWSC, combined with gained insights from other stakeholders who had prior connections to Skidspelen, we believe to have gathered information from different perspectives regarding Skidspelen. One potential limitation of our participant observation is that we were not able to observe all key stakeholders and their work up until the actual event, as we only were able to observe the final product. Moreover, as we conducted our observation at "Spectator Service" we did not closely come into contact with all stakeholders during the event. However, as we were present at the event we had a unique opportunity to receive an overall understanding of the final product, and thus what the collaboration between the stakeholders actually resulted in. A final limitation of the participant observation might be the potential aspect of being biased. As we became insiders of the event, and thus left the level of outsiders, our own positive experience of the event can potentially have influenced our interpretations further on.

5. EMPIRICAL FINDINGS

In this chapter the findings from our primary data, interviews conducted with representatives from the organizers, are presented as well complementary secondary data. These findings are presented section wise for each arranging party and contain their objectives and goals, end-customers, relationships with their challenges, coordination and control. At the end of the chapter a brief section about our own experiences as volunteers at the NWSC in Falun is outlined.

5.1 The International Ski Federation

As FIS is the rights holder and owner of the NWSC it also holds the TV- and marketing rights (FIS, 2014; Hofer, Interview; Lewis, Interview), which long before the Championships are sold to third parties. As for FIS it is the Secretary General who has the overall responsibility for the management of the organization (Lewis, Interview). The operative staff within FIS, which includes the Race Directors for the Nordic disciplines, is according to Hofer (Interview) "*[...] responsible for the exposure, the appearance and how the disciplines appear on site for the spectators and TV*", thus providing what Hofer (Interview) refers to as the so called "product" to marketing and TV-rights holders. Lewis (Interview) adds that for FIS it also comes down to financing, giving the local organizers compensation for the sold TV- and marketing rights amounting to approximately 7.6 million € (Falun Kommun, 2015b; Norin, 2015b).

Lewis (Interview) describes the NWSC as "*[...] the most important competition in Nordic skiing every two-year*" and further outlines that FIS's objectives with the Championships are primarily "*[...] to promote the sport to the widest possible audience, to conduct a top level event, to crown the best athletes in the world, and to create a true Nordic festival with a big enthusiasm for the sport, both on site as well as on a global basis*". Spitz (Interview) adds the importance of making it a large festival for everyone, while bringing the sport closer to the public. Mignerey (Interview) as well as Lewis (Interview) report that these objectives are the same regardless of the NWSC's location but Lewis (Interview) further adds that from an international perspective what differs are the reasons for why an organizer is elected to host the event. When entering a new region Lewis (Interview) states that FIS is also looking to develop an interest for the sport in that area while in the case of Falun, being a traditional

organizer, it is more centralized around creating a high-profile festival with a large number of spectators and participants. Mignerey (Interview) explains that in terms of objectives for a NWSC, "[...] *the World Championships in Falun will be a good example of what we want to achieve*". Hofer (Interview) moreover implies that even though FIS has the same overall objectives for the NWSC's, they tend to differ slightly for the three disciplines due to differences in characteristic between the sports. He highlights that while Cross-Country is a world wide mass sport that has great attraction for tourism and a huge industry behind it with ski equipment and so forth, Ski Jumping is a niche sport with no potential selling of linked products and equipment. Nevertheless, according to Hofer (Interview) "*Ski Jumping is one of the leading winter sport disciplines in terms of TV-viewers*".

The ultimate stakeholder group of importance mentioned by Mignerey (Interview) and Lewis (Interview) are the athletes. This has its primary foundation in FIS's focus on the sport and as both Mignerey (Interview) and Lewis (Interview) stated, without the athletes there cannot be any competitions. Lewis (Interview) expresses the difficulty of ranking the groups further when she says "*You cannot rank them because everyone has a completely different role in the Championships*", while Mignerey (Interview) outlines the visitors to be second in importance followed by TV. He describes the importance of the atmosphere by stating "*If you don't have this atmosphere you don't have great Championships and you cannot show a great experience on TV*" (Mignerey, Interview).

In order to achieve the set objectives for the NWSC, Spitz (Interview) stresses the importance "*To have preparation long-term, to have ideal courses for the sport and ideal courses for TV-viewers and also for spectators*". Lewis (Interview) further reports that what FIS contributes with in this aspect is an international group of highly experienced technical officials and experts to prepare and manage the competitions, thus FIS provides examples of best practice to the LOC. Mignerey (Interview) discusses "[...] *we are giving some advice and we can give a clear feedback if it is good or not good*". He describes that FIS together with the LOC must think about what should be done specifically for the particular setting, thus there has been a constant discussion and teamwork between them. In addition he refers to the process as a non-organized decision making process and suggests that the process is more similar to "[...] *drinking a beer with your friends and discussing different ideas*" (Mignerey, Interview), which he finds to be the ultimate way to bring the experience forward into the new Championships and the LOC.

As soon as Falun was elected, a coordination group between the LOC, SSF, FIS and the TV- and marketing right holders was established, having official meetings twice a year in Falun (Hofer, Interview; Lewis, Interview; Mignerey, Interview; Spitz, Interview). In addition the LOC is presenting to the FIS Technical Committees twice a year, as well as delivering reports to the FIS council, consequently there is an ongoing dialogue according to Lewis (Interview). Hofer (Interview) adds "[...] immediately after the election we arrive on site to pin down details regarding planning, timetables and so forth". Mignerey (Interview) moreover explains, "I think that Falun has changed a lot in the last two years in regards to the sport and the course design and also that the LOC is much more organized than three years ago". In his experience the LOC has created larger teams with more assistance, which has improved the overall performance and increased the success of the event. In addition, Mignerey (Interview) implies that this was something FIS indicated needed to change and that FIS further facilitated trips and meetings for the LOC with other event organizers to gain insights to possible ways of managing and optimizing the organization. Due to the fact that there have not been many international Ski Jumping competitions in Sweden in recent years, Hofer (Interview) agreed together with the LOC to nominate an international experienced FIS Technical Delegate as Venue Manager. Hofer (Interview) moreover explains that in this way the work was simplified while FIS also had a natural insider.

Lewis (Interview) states that "FIS has always had a lot of confidence in the LOC and that the Championships will be a great success". The respondents unanimously agree that the NWSC in Falun was a success and that FIS was able to reach its objectives. Mignerey (Interview) claims that it was already clear from the first competition, as he had received response that the atmosphere was more than delivered to the TV-viewers. Hofer (Interview) states that the LOC provided the best possible conditions for FIS and the Ski Jumping competitions, as the LOC did everything that was asked for and delivered excellent prepared hills in splendid surroundings and thus enabled FIS to host an unforgettable event. Spitz (Interview) claims "I am thinking that it was one of the best World Championships we have had in the past years" and that "[...] we achieved a little more goals than in Oslo 2011". She refers to the special atmosphere generated by the high amount of national and international visitors in combination with the mutual arena to be something out of the ordinary. At the closing press conference in Falun Lewis stated that it had been excellently organized, expertly presented with the highest possible standard (Falun, 2015a).

The relationship between the LOC and FIS is something that Lewis (Interview) describes as "[...] a very strong partnership in terms of collaborating, supporting each other and understanding the objectives of each other". In addition she states the importance of creating a high degree of trust, which is necessary in order to cope with possible difficult situations. Both Mignerey (Interview) and Spitz (Interview) agree that the relationship was a smooth cooperation, where they both feel that the previous NWSCs and World Cups in Falun have been beneficial for the collaboration, both in terms of previous experience as well as the level of trust between the partners and thus the long-term established relation. Hofer (Interview) explains that the relationship did evolve over time, and Spitz (Interview) further adds that it intensified as the event was approaching. Mignerey (Interview) expresses that *"I would say that the relation is more focused on details than overall principles, because the basic principles are set [...] and we don't have to jump into discussions"*. Lewis (Interview) explains that FIS has known and worked for a long time with several persons from Falun and SSF, and as several individuals in the LOC had previously worked for the SSF, they already had ongoing relationships with these persons. Due to this situation Mignerey (Interview) states that there were several opportunities to speak to each other even though it was not often in the form of organized meetings, and Spitz (Interview) further defines the contact to have been mostly opened discussions.

Even though the relationship has been across national borders no evident cultural clashes have occurred according to the FIS respondents. Lewis (Interview) and Spitz (Interview) emphasize the importance of being open-minded when dealing with different issues and Mignerey (Interview) moreover adds the necessity of having respect for different traditions and ways of working and thus avoiding standardized methods. The hosting contract is the basis for the NWSC and includes all set conditions and requirements that the organizing parties must fulfill, which are already very evident during the candidacy, according to Hofer (Interview) and Lewis (Interview). Spitz (Interview) implies that demands put on FIS from the LOC are of an informal character primarily with the focus of the fulfillment of FIS's jobs and positions, consequently supporting the LOC in the best possible way and reach the goals together. Hofer (Interview) explains the situation as; *"It is like sitting in a rowing boat where everybody tries to row for his own interest but finally someone has to say which direction and which rhythm it should go, and this is up to us"*. Competition wise, there is not much room for local impact from the LOC states Mignerey (Interview). This, Lewis (Interview) explains,

is due to the importance of being able to compare competition to competition. One way that the sport does take into account the local context of Falun is that the local views and characteristics are important and included during the creation of the courses and the TV-production, according to Mignerey (Interview). But outside the sport, the FIS representatives believe that there is a lot of freedom to have a local spirit to the event, which is something that both Hofer (Interview) and Lewis (Interview) see as important.

When a challenge arises there is often a difference in how it is perceived between the LOC and FIS, Lewis (Interview) explains. She further adds *"So whilst the Championships organizers are rather fixated of these 14 days and we have 7,000 competitions a year you have a kind of different way of dealing with it"* (Lewis, Interview). In case of potential issues during the NWSC an emergency committee is established with twelve persons from FIS, the LOC, as well as the marketing- and TV-rights holders. The largest challenge experienced by Mignerey (Interview) was the rebuilding of the Cross-Country course, as the first course design created a strike from the athletes a few years prior the NWSC. Consequently, the final course design was decided quite late in the process. He describes it as a mutual process between FIS and local key individuals. Hofer (Interview) highlights the fact that when the NWSC was given to Falun, none of the Ski Jumping facilities could be used for international competitions as the certificates had expired, thus also the Ski Jumping hills needed to be modified. Similarly to Mignerey (Interview), Hofer (Interview) explains that during this process they *"[...] needed to meet in the middle"* and find suitable compromises between the LOC, its local conditions and the international standards. Even though the small hills, that were a part of the application process, were not built due to financial constraints in the municipality, Hofer (Interview) expresses that as they will be built in the near future it is still a success for Swedish Ski Jumping.

The most important meeting according to Hofer (Interview) is the debriefing as the essential aspect for FIS in hosting the NWSC is to have knowledge transfer from one place to another, *"For us it is not an end or a start, it is just a transfer"*. Mignerey (Interview) stresses the importance of trying to keep and maintain all the experience and high level of organization that exist in Falun for future World Cups and potential Championships. Spitz (Interview) adds that even though the NWSC is over, they will still work closely with Falun, as the World Cup will take place the next year.

5.2 The Swedish Ski Association

Carlsson (Interview) claims that *"We have not formulated any concrete and measurable goals for the NWSC"*, nevertheless the overall objectives were to spread and create interest for skiing and create good conditions for future recruitment (Carlsson, Interview; Löfgren, Interview). *"We were very keen to create a true festival for the Swedish people, due to the importance of attracting sponsors but also for the recruitment of youngsters. This is much more important than the final financial result of Falun2015"* (Löfgren, Interview). Moreover, Carlsson says in the interview, that the vision for SSF is *"Best in the world, everybody on snow"*, and highlights that in order to achieve it, arranging large-scale events are important since it helps to promote their disciplines to a wider audience. Certain stakeholder groups of importance connected to the objectives are, according to Carlsson (Interview), all groups such as fans, visitors, athletes, volunteers, sponsors, media and corporate partners, where he further cannot distinguish them from each other since *"Everyone has an equal important part in the event"* (Carlsson, Interview). Löfgren (Interview) corresponds with him but he further specifies that without athletes and especially their coaches it would be difficult to inspire and attract youngsters as well as sponsors.

In order to achieve the specified objectives and goals, SSF has not exerted a special effort to the NWSC in Falun, instead constantly worked towards the promotion of the sport and the Cross-Country national team (Carlsson, Interview). Löfgren focuses in the interview on the *"[...] promotion of the NWSC and having Beyond Skiing as a kind of signature of the event, where we not just offer a festival but rather more a total experience far beyond the competitions"*. Both Löfgren (Interview) and Carlsson (Interview) experience the event as very successful and express that the LOC arranged a superb event as well as reached its vision of beyond all expectations. Löfgren expresses in the interview that *"[...] we have set a new standard"* and *"We wanted to raise the level beyond the competitions and we succeeded with it"*. Mats Årjes, chairman in SSF, states that FIS is very satisfied and content with the event in Falun as it has been well organized and impressive (Howgate, 2015).

The relationship between the arranging parties is expressed as good, however not without problems, especially with the Municipality of Falun (Carlsson, Interview; Löfgren, Interview), where *"We have over time acquired an understanding for each others differences"* (Carlsson, Interview). Löfgren outlines in the interview that it is a rather complicated group of owners in Falun2015, as they have different backgrounds and slightly

different initial values. As everything is given from day one and everyone is well understood with the time frame, Carlsson (Interview) does not experience any impact on the relationship due to the event being of a temporary nature. It is clear that this is a project, which will eventually end for all the arranging parties. *"There are certainly different sub-goals between the parties, but the common objective to deliver a successful event was something every party stood behind"* (Löfgren, Interview). The challenge with the municipality was related to the slow political process, where matters did not happen as they had expected them to and decisions had to be taken to another level. This hampered the work in the company, and it was not seen as an ideal situation for a fast movement of actions. Skidspele entered Falun2015 rather late, and the main reasons for its entry were to avoid the law of public procurement (Lagen om offentlig upphandling, Lag (2007:1091)) and to secure as many volunteers as possible from the organization (Löfgren, Interview).

Since SSF is a member of FIS there is from the start a well-known relation (Carlsson, Interview). Moreover, Carlsson has prior worked for FIS and Löfgren is a member of a FIS Committee, thus having personal relations within FIS. They have knowledge of the interest of FIS as well as what is possible to demand and expect. Being a member of FIS involves a large network of persons that meet each other during congresses and conferences every year, which are seen as very important since it is easier to agree with people to whom you are friends with according to both Carlsson (Interview) and Löfgren (Interview). Nonetheless, FIS has of course had some comments, however non considered as major, during the process, and at the end Falun2015 has accomplished everything it promised except for the construction of the small Ski Jumping hills. This is highlighted as one out of few remarks from FIS (Löfgren, Interview). Nevertheless, *"FIS has been a supportive part during the whole process of arranging the NWSC"* according to Carlsson (Interview). It has certainly been a challenge for the Municipality of Falun, as the owner of the Lugnet venue, to prioritize the investments, especially regarding the Jumping hills, and added to that having a group of persons in the community expressing a negative opinion. Nonetheless, Carlsson expresses in the interview that the dialogue has been satisfying and that a good venue was delivered. The relationship is also characterized as being across borders, which was not experienced as a challenge for SSF, but instead seen as something positive (Carlsson, Interview; Löfgren, Interview). Carlsson expresses in the interview that *"I am well aware that there are cultural differences, but all the arranging parties are working towards the same goal, however having different sub-goals, which is facilitating the relationship"*. In addition he further states that,

due to a lot of experience, this is not a problem for him, however it might be a challenge for persons not as experienced, thus having less knowledge of how international collaborations might work.

The relationship between the arranging parties is based on contracts and joint discussions. The hosting contract is well defined and contains detailed information regarding the competitions and the venue, amongst others, and leaves no room in those areas for own interpretations or judgments (Löfgren, Interview). After the contract has been signed Falun2015 is committed to follow it, but Löfgren points out in the interview that at several occasions the politicians from the municipality had no deep knowledge of the contract. He adds that in some cases it was nothing to discuss, as they had to do the investments since they were already stated in the contract. The demands from FIS are well pointed out in the contract, however demands or expectations from the other arranging parties have primarily been informal. From the start SSF and the Municipality of Falun divided areas of responsibility between them, where SSF focused on the sport itself, while the municipality was responsible for the venue and its investments (Carlsson, Interview). Even though FIS has had its demands specified in the hosting contract both Carlsson (Interview) and Löfgren (Interview) experience that Falun2015 has had a high degree of own influence on the event.

5.3 The Municipality of Falun

Gahnshag (Interview) stresses that *"We were from the start not very specified with why we wanted to host the NWSC, we applied first and then started to reason why"*, thus the process of formulating the objectives and goals evolved over time. However, the main outspoken objective was the promotion and marketing of the community aimed at investors, companies, new inhabitants and employees to the region (Falu Kommun, 2015a; Gahnshag, Interview; Goth, 2015; Jons, Interview; Kärman, 2015a; Rosén, Interview). The event attracts mainly people from Northern and Central Europe, which also are the regions of concern for Falun with regards to export and tourism (Gahnshag, Interview; Jons, Interview; Rosén, Interview). Gahnshag points out in the interview that the marketing allows Falun to create a bond to numerous persons such as visitors on site or via TV, which would not have been possible without the NWSC. He moreover stresses that a current effect of arranging the event is that it allows for a financial vitality in the region, with a regional turnover of around 0.5 to 1 billion SEK, which is seen as positive for business, industry and employment. Additional objectives were to satisfy fans, strengthen the role of Falun as an event organizer and to introduce the

concept of Beyond Skiing, thus engaging youngsters, culture, industry, environment and skiing enthusiasts (Falun Kommun, 2015a). The main stakeholder groups of importance connected to the objectives are visitors, media, sponsors and corporate partners (Gahnshag, Interview; Jons, Interview; Rosén, Interview). In order to achieve the objective of promoting Falun, the municipality has provided material, such as images of the community, to different TV-companies as well as marketed the community during the NWSC (Jons, Interview).

The NWSC was, according to the respondents, a success as it exceeded the expectations. For instance the fact that they sold about 228,000 tickets, where they had a budget goal of 170,000 and initially hoped to reach 200,000, was well over expectations, *"It was a real success in terms of spectators"* (Rosén, Interview). It was a real festival spirit at the venue but also downtown Falun at the Medal Plaza, where over 70,000 persons visited the prize ceremonies and other activities (Falun, 2015a; Gahnshag, Interview; Rosén, Interview). According to Rosén (Interview) *"The sponsors and TV companies were lyrical and expressed that it was working really well in Falun and that they will be happy to return"*. The municipality has achieved the objective of regional turnover, as well as that local companies were contracted to supply services within restaurants and construction to the event. Currently, the long-term effects cannot be evaluated and, as both Gahnshag (Interview) as well as Rosén (Interview) highlight, it is possible that they never will be able to measure the fulfillment of long-term goals. However, directly after the NWSC the municipality reviewed new contacts taken with companies, partners, investors and organizations and even now some of these have already made establishments and investments (Gahnshag, Interview). Whether Falun2015 will make a profit or not is at the moment not established, however it looks positive since the spectators were so many. In case of a profit the municipality will receive two thirds and SSF the remaining one third (Gahnshag, Interview; Kärrman, 2015b). Even though the success was immediate, the investments in the Jumping hills were first calculated by the municipality to around 80 million SEK but resulted in 237 million SEK. This has been a quite controversial issue in the community with negative local opinions from a group of persons, with statements such as that it will not pay off and that it is a waste of tax money (Goth, 2015; Lapidus, 2015). On the other hand both Gahnshag and Rosén express in the interviews that they are confident that Falun in the near future will apply for a fifth NWSC, possibly around 2020, which will indicate that the current investments will be used again and consequently be paid off. They both stress that it must not take another 20 years for Falun to stage a new Championships, since FIS is constantly evolving the sport and thus also the

venues. For instance, Val di Fiemme in Italy, who is hosting the NWSC approximately every ten years, use their investments three times, which is something both of them are stressing is a necessity for Falun (Gahnshag, Interview; Kärrman, 2015a; Rosén, Interview).

The relationship between the arranging parties in Falun and FIS is according to Gahnshag (Interview) described as an advanced relationship. He provides an example that *"Skidspelen is local, SSF is national and FIS is international, it seems really simple, but every relationship is not so linear"* (Gahnshag, Interview). Added to that, cultural differences between the parties are also affecting the relationship, however these might be experienced as positive or at least not as challenging if you have prior experience from working across borders (Gahnshag, Interview; Rosén, Interview). Gahnshag do point out in the interview *"[...] we have had a really good relation with FIS and its staff but FIS has complained about processes being too slow or that we are doing too little"*. This is also highlighted by Rosén in the interview when he says *"FIS can sometimes be a difficult partner to work with, nevertheless FIS provides for an infrastructure in terms of sponsors etc., which makes it possible to stage large-scale events in small communities"*. The relationship became very active when the municipality had to manage the challenge of inadequate tracks for Cross-Country at the Lugnet venue and thus had to rebuild the courses, which led to a tight cooperation between FIS, LOC and the municipality. The municipality wanted an approval from FIS regarding the new tracks before they started to rebuild them, otherwise it would have cost too much to modify them yet again (Rosén, Interview).

In the interview Gahnshag describes the relationship in Falun2015 as smooth and good, where *"We are striving against the same goal, but having different sub-goals"*. However, he sees some divergent meanings with Skidspelen, where Skidspelen has a great knowledge of arranging World Cup competitions, thus having a history of how things should be done. This led to repeated discussions between the arranging parties of how to do certain things in order for all of them to be satisfied with the outcome. A further aspect that both Gahnshag and Rosén put forward in the interviews is the fact that personal connections and prior relationships with the other organizers are a facilitating factor. Here the temporary aspect of the event and the relationship is not experienced as a challenge, rather it is more defined as an on-going relationship where FIS is very keen to keep contact with Falun, even though the LOC will cease to exist, since Falun is striving to arrange a NWSC again. It is not seen as a project from Falun's point of view, it is more of a long-term relation even though it peaks

within certain time frames. FIS has quite a few partners, between 10-15 in Nordic disciplines, thus it is interested to make it work and to establish long-term relations (Gahnshag, Interview).

Gahnshag outlines in the interview *"FIS is a rather demanding part, knowing it can put high demands on us as we have been elected and has signed the hosting contract"*. He stresses that *"It has been tough discussions but at the end I believe that we have delivered what was expected"* (Gahnshag, Interview). He moreover adds that it is interesting how much power FIS, being an international sports organization, actually had and that it affected the municipality in many ways, primarily in what they should or should not do. In the interview with Rosén, he describes the first one and half year after Falun was elected as a period where nothing really happened with the investments and both FIS and the SSF expressed a negative view on the slow process. Nevertheless, from that point on they started to invest in the venue, which made FIS more positive to the process, thus not relating all the time to the commitment and the contract. This instead turned to more discussions and support from FIS's side. He believes that *"Even though FIS has a hosting contract this cannot exercise power per se, there is nothing FIS really can do if we do not fulfill every aspect in the contract. The NWSC is such a large event and cannot be transferred to another location in a short time notice. You have to stay calm and handle the pressure from FIS"* (Rosén, Interview). Nonetheless, he do stress that they delivered everything that was expected. Even though FIS has had high demands on the municipality it has seldom related to the hosting contract according to Gahnshag (Interview). Instead FIS has made judgments compared to prior and future arrangements, thus compared Falun to what other organizers have done and what future organizers will do. The hosting contract has also been an issue between the parties where the municipality according to Swedish law must make everything public. However this was not something that FIS or SSF wanted, since it was seen as a private business deal. But eventually the contract became public, which shows an example where international and private business meets the public and national business. Within Falun2015 more informal discussions and contacts have taken place, hence no interactions to any contract or formal agreement (Gahnshag, Interview).

FIS has several commercial rights regarding for instance sponsor contracts and advertisement, which are limiting the other arranging parties' freedom of action. FIS and TV companies contract all large international sponsors of the event, of which the LOC receive

compensation. Hence they can only contract sponsors on a lower national or local level (Rosén, Interview). Both Gahnshag (Interview) and Rosén (Interview) stress that there was not much room for own influence at the competitions since these are conducted according to international rules. But there existed a possibility of influencing the graphic design, where they worked with a concept of venue dressing, for instance stressing the message of the "Dala horse" at and around the venue. In that way, the whole arrangement is exposed instead of only the commercial rights and sponsors. However, outside the venue Falun has had no limits of influencing the event, for instance on prize ceremonies and other activities (Gahnshag, Interview; Rosén, Interview).

5.4 Svenska Skidspelen AB

Wåhlberg (Interview) states that as Skidspelen is constantly working with developing the sport and arranging better events, the NWSC is the very top of these events and thus Skidspelen was interested in being part of the arrangement. More specifically Wåhlberg (Interview) mentions that there were two reasons to enter as an owner; to influence and to gain insights. Regarding goals related to the execution of the NWSC, Wåhlberg (Interview) explains that *"We did not set any specific goals, this was rather controlled by Falun2015 and its organization"*.

Falun2015 took over the responsibility of arranging the World Cups in 2013 and 2014 from Skidspelen, meaning that Skidspelen has not arranged the World Cups the last three years, including 2015 (Wåhlberg, Interview). The investments made into the Lugnet venue are something that will benefit Skidspelen in future events, according to Wåhlberg (Interview), for example in terms of new facilities and new courses. The primary stakeholder group of interest is according to Wåhlberg (Interview) the athletes, and to ensure that the competitions are of high quality and fair. Secondly, for Skidspelen he points out the importance of providing a good event for the spectators so they have a positive experience and want to return to Falun for future events. Furthermore, the financial aspect is key and in order to gain as much sponsors and corporate partners as possible Skidspelen has used its local network.

When Skidspelen entered as a partial owner the contribution of its volunteer base with 400 volunteers was expected. Wåhlberg (Interview) explains that these 400 are the number of volunteers required in order to carry out a World Cup event and in the case of the NWSC, Skidspelen had the ambition to bring even more. Skidspelen was however not able to do that

and Wåhlberg (Interview) explains that it is likely due to several reasons. In the beginning he describes a big enthusiasm amongst the ski clubs, as they all believed the work would be structured in a similar way to the World Cup, where each ski club had its own area of responsibility. However, several discussions were carried out between Skidspelen and the LOC, as the LOC instead wanted all volunteers to register in a volunteer base and created new groups based on the volunteers' wishes and interests. Wåhlberg (Interview) describes that this was a let down for Skidspelen as the volunteers went from being entrepreneurs with their own responsibilities to become a source of manpower. As a consequence he states that some lost their interest as their possibility to impact had been substantially reduced. Moreover, in the World Cups the ski clubs are compensated for their efforts and this was something that the LOC did not want to provide. This created a process of negotiations with aggressions from Skidspelen's behalf Wåhlberg describes in the interview, but eventually they mutually decided that Skidspelen instead of participating in a potential profit or loss of Falun2015 would be compensated by a fixed amount.

This kind of circumstance has put some negative pressure on the relationship between Skidspelen and the LOC over the last three years, according to Wåhlberg (Interview). Nevertheless he states that *"The relationship and collaboration with the Municipality of Falun and SSF has worked perfectly"*. In regards to FIS, he describes *"As we have conducted several World Cups over the years we already have established contacts with FIS"* (Wåhlberg, Interview). However, he also states that when Skidspelen's CEO left the LOC these connections was somewhat lost and during the last two years the contact with FIS has been substantially reduced, but he emphasizes the importance of maintaining a good relationship with FIS for future events. Overall in regards to the desire of creating a successful event, Wåhlberg (Interview) feels that *"We succeed but it was not without some struggles on the way"*. In conjunction to the tight collaboration that has occurred between Skidspelen, the Municipality of Falun and SSF, the parties have initiated discussions about how it can continue in the future. Wåhlberg (Interview) explains that SSF has expressed that they are interested in entering Skidspelen as a joint owner, which will enable them to bring together more national and international sponsors and corporate partners.

5.5 Falun2015 - The Local Organizing Committee

During the whole process of arranging the event the LOC has increased in number of employees. It started with just two persons, shortly extended to around five, involved in

communication, financial, and marketing and sales. Just before and during the actual NWSC there were about 30 full-time employees. Already two months after the NWSC about two thirds has left the organization (von Holst, Interview; Medveczky, Interview). Calculations of what the NWSC will cost has been estimated to about 0.5 billion SEK, including the investments in the venue made by the municipality. Falun2015 is, amongst others, financed from sponsors, FIS and the sale of tickets (Kärman, 2015a). The turnover of Falun2015 will amount to approximately 300 million SEK von Holst (Interview) assumes.

The vision, *"Beyond All Expectations"*, established through a cooperation between the municipality, LOC, SSF and the region of Dalarna, guided the LOC through establishing its objectives and goals (Medveczky, Interview). The main goals with the NWSC were to create good conditions for athletes and coaches, create interest with media and partners, staff the organization with highly motivated and professional co-workers and volunteers, create a festival spirit with world class competitions and attractive arrangements, attract a broad and young audience and emphasize sustainability as well as social and financial responsibility (Falun, 2011; von Holst, Interview; Medveczky, Interview). A further motive, connected to Falun being an organizer of World Cups, was to develop and keep a base of volunteers in the region for future arrangements, as well as to show that Falun can host large events in order to attract future events (Back, Interview; Busk, Interview). Within every sub division the organization has pinned down sub-goals (Medveczky, Interview) such as to attract international volunteers in order to create diversity and exchange experiences (Back, Interview). The stakeholder groups of focus for the LOC in order to achieve the goals were first and foremost the athletes and their coaches, followed by media and partners. On the other hand, von Holst (Interview) outlines that the volunteers were important, since a large-scale event cannot be staged without them. As for the other groups, he experiences difficulties with highlighting certain groups since he feels that all are of importance. The LOC worked in different ways in order to achieve its objectives, such as with modernizing the event by using digital technology. Furthermore, they focused on creating business meetings for sponsors and partners as well as on building a compact venue, in order for the audience to be close to the athletes (von Holst, Interview).

The respondents experienced the NWSC as a real success, with satisfied spectators, athletes, sponsors and volunteers (Back, Interview; Busk, Interview; von Holst, Interview; Medveczky, Interview). *"We feel that we have accomplished the vision as well as our goals,*

however we are still evaluating that aspect at the moment" Medveczky (Interview). She further continues, *"[...] there has been very few complaints, the media publicity has overall been positive and the tickets sale has been something extraordinary"* (Medveczky, Interview). According to her, several persons from FIS have expressed that this was the best NWSC they have attended in terms of being well organized, fun and overall excellent. This is also something von Holst (Interview) highlights that FIS is very happy with the outcome and gives two significant spontaneous statements by the President of FIS as well as the Secretary General, where the President said that he strongly hopes that it will not be long until Falun will host the NWSC again and moreover the Secretary General stated at the final press-conference that so far Falun is the only organizer of the NWSC who has delivered what was promised. von Holst (Interview) continues with saying that after the event the LOC evaluated spectators, partners and companies, where about 75 percent rate the experience of the NWSC as very good or good, having an excellent atmosphere and provided good business opportunities.

von Holst (Interview) describes the relationship with FIS as *"[...] a good and constructive cooperation from the very first day to the last"*. Back (Interview), Busk (Interview), Medveczky (Interview) as well as Jons (Interview) endorse this view of the relationship. FIS is rather demanding with several requirements, but von Holst (Interview) explains that *"FIS also has every right to do so as it in fact is their event"*. He further adds that this has put some pressure on the LOC and there have been challenges along the way with criticized Cross-Country courses for example, but according to von Holst (Interview) *"We have handled these kinds of situations concretely and have always been able to deliver"*. Back (Interview) outlines that *"FIS has always been trying to help rather than to fully control every process, and it has always been possible to conduct open discussions to find suitable solutions"*. With FIS's previous experience all respondent stress the valuable insights and help received when they have reached out and asked for advice. The continuous meetings with the coordination group twice a year have been a good forum for discussions, briefing each other and sharing insights from both ways. They have forced the LOC to constantly reflect upon their tasks, even if it has demanded a heavy workload of preparations (Back, Interview; von Holst, Interview; Medveczky, Interview). Back illustrates in the interview that in the beginning when the Jumping hills were discussed she felt that the Race Director was extremely critical towards how the hills were being handled, but as she has gained perspective she feels that it is due to his criticism and insights that the hills turned out as good as they did. von Holst

(Interview) expresses that *"Despite some struggles we had before the NWSC, the meetings have been conductive and FIS has always been confident in us and our actions"*. In addition the LOC has also taken part in FIS's international meetings as well as had multiple contacts over e-mail and phone (Back, Interview; Medveczky, Interview).

During the NWSC the tracks and the potential salting of them was a highly discussed topic, as several athletes were critical to the preparations (Dagens Nyheter, 2015; Grimlund, 2015; Roos, 2015). The decision of whether or not to use salt is made by the Jury with the majority of them being elected by FIS. Medveczky (Interview) and von Holst (Norin, 2015a) describe that this put the LOC in a difficult situation as they first of all could not control the weather and secondly could not make the ultimate decision of the tracks preparations. Both do however clarify that the tracks fulfilled NWSC standards, with the possible exception of the very last day, and that it was the same conditions for all athletes. The NWSC was further in Swedish media criticized for having a Russian vodka company as a main sponsor, but von Holst explains that the LOC has no influence on the international sponsors as they are controlled by FIS and furthermore he adds that it was about the production of mineral water rather than vodka (Edwinsson, 2015).

Regarding the Municipality of Falun, von Holst (Interview) describes it *"[...] as a good relationship overall, but that it has included struggles with ways of working and time-consuming processes"*. von Holst (Interview) adds that this has caused some irritation and disappointment from his side and he has been forced to raise his voice in order to ensure that the process moved forward. In an interview prior to the NWSC von Holst states that the work with the Ski Jumping hills were heavily delayed, which resulted in that they had to cancel competitions that were to take place in 2013 and move them to other locations (Åkerblom, 2012). Both Back (Interview) and Medveczky (Interview) state that in their respective area the cooperation with the municipality has been tight and worked well. Medveczky (Interview) moreover states that the public principle, which is forced on the municipality by Swedish law, puts the LOC in a strange situation as the municipality was not even a majority owner but still some public voices demanded for contracts and agreements to be official and this was something the LOC and FIS were uncomfortable doing.

von Holst (Interview) describes the relationship between SSF and the LOC as to *"[...] have been consistently good, where SSF has provided valuable experience as it just recently had*

the Alpine World Championships". Both Back (Interview) and Medveczky (Interview) on the other hand stated that they have not had that much contact with SSF, which Medveczky (Interview) reasons is due to its small organization and the fact that the LOC already had four individuals originating from the SSF and now working for them. Aspects where they have worked together have primarily been in terms of marketing and using the Swedish national team in such circumstances. She further adds that she had hoped for more involvement from SSF than what was the case. As for the relationship with Skidspelen, the collaboration has been very limited according to von Holst (Interview) without necessarily having the answer why, he assumes that it might be linked to the small share in the company. Medveczky (Interview) supports this assumption and further adds that some collaboration took place through SSF, as Skidspelen's ski clubs are members in SSF. But, Back (Interview) explains that she has had close contact with Skidspelen linked to the volunteers.

Regardless of the specific character of the relationship with each owner, von Holst (Interview) argues, *"I have always felt the confidence and support from all of the owners and freedom to operate as I see fit"*. In addition he states that the LOC has always listened to insights from the partners and owners, but sometimes the LOC has had a different opinion in which it has fought for until convinced otherwise. The good relationship between the parties has been simplified by the fact that several individuals already had connections amongst each other. Medveczky (Interview) has worked for both SSF and FIS before. Back (Interview) has also worked for SSF and will return after the event, thus explains that she has known numerous of the FIS representatives for years. Furthermore Jons (Interview) works for the Municipality of Falun for the last 15 years, and due to his interest in Cross-Country skiing he has also been in charge of competitions during the World Cup and thus been a part of Skidspelen for many years. Adjacent he has been involved in SSF and active in FIS for the last 15 years and considers many of the representatives from FIS as friends.

The collaboration across borders is not something that has been experienced as a struggle for the LOC. von Holst (Interview) describes that *"As we are travelling a lot we are constantly within the international arena"* and he has not felt hampered by the fact of their origin from the small town Falun. Back (Interview), Busk (Interview) and Jons (Interview) are of the same opinion as they feel that working cross-borders creates an exciting setting and demands an open-minded way of working. Jons (Interview) further adds that as he has been involved in several international competitions he was very aware of his management style and that he

wanted to organize his group with a flat organization and a high level of delegation, as in the entire LOC. Back (Interview) and von Holst (Interview) moreover stress the fact that all stakeholders involved have been aware that they only have one chance to succeed with the event and thus Back (Interview) explains "[...] *that there is no time for relationship issues*". Medveczky (Interview) thinks that individuals might be more willing to take on more battles when the project is on a limited time, even though she adds that there have not been many struggles during the process. Back (Interview) suspects that it might be easier relationship wise within a time bound project as all stakeholders tend to unite and focus on the final target, which in this case is the success of the NWSC. The top priority when the event has taken place is to evaluate the work and to bring this knowledge forward to future World Cup events as well as possible NWSCs. Approximately one month after the event a final report should be handed over to FIS, and then additionally one report to the owners of Falun2015.

"FIS has put forward a clear and detail legal framework in the hosting contract for us to follow for instance regarding price ceremonies and accommodation" (von Holst, Interview). It is stated in the hosting contract that the NWSC should be organized in accordance with FIS's Rules and under the control of FIS as well as all courses and Ski Jumping hills must be homologated by FIS and inspected and approved by the respective Race Directors. The LOC must conform to the instructions and recommendations of the Technical Delegates, the Race Directors and FIS coordinators and to carry out the event on their own expense (FIS, 2014). Another aspect that is directed in the contract is that FIS sells the marketing and TV rights to a third party leaving LOC rather locked to that settlement. The LOC has to wait and see what sponsors the third party will contract, since it has exclusive right to the businesses. Thus, the LOC chose to focus on national sponsors, such as Swedish industries. Added to that, according to an agreement the LOC will give half of the sponsor money to the third party (Medveczky, Interview). Moreover, every respondent agree that FIS has high demands on the LOC. For instance Jons (Interview) expresses that *"In my role as Chief of Competition in Cross-Country I was affected by FIS almost up to 80 percent as they are setting the rules"*, however, he further highlights that every part involved has expectations and connected to them are also demands. In addition he outlines that FIS is always in a process with two to three local organizers as they do the NWSC every two year, and they have a high amount of routine and therefore, they are very clear and detailed in their demands, compared to for instance the local partners in Falun.

With the other stakeholders, there is an agreement between the LOC and the municipality of what the LOC should deliver, that will say the competitions, according to Medveczky (Interview). However, she further explains that it is more of the other way around, where the LOC has put demands on the municipality on delivering a ready and excellent venue for the competitions, where Falun2015 has paid about 12 million SEK to the municipality for using the venue (von Holst, Interview). Medveczky (Interview) discusses that there is no agreement in that sense with SSF, she experienced the municipality as the larger part since they have responsibility for the region, venue, and in that sense are more involved in the arrangement than SSF. Back (Interview) gives an example that there has been an agreement with Skidspelen regarding the volunteers, which has then been followed up constantly by seeing how many volunteers that have signed up are from Skidspelen. However, with the others, she as well as Jons (Interview) experienced more of informal demands, taking the way in discussions and so forth. von Holst (Interview) on the other hand has experienced more formal than informal demands, he says that the LOC has signed over 500 contracts with partners, suppliers, authorities etc. He further highlights the shareholder agreement in the company between the municipality, SSF and Skidspelen, which regulates their respective responsibilities as well as how to divide profit or loss.

Even though every respondent experienced demands from FIS they clearly put forward that the LOC had an own influence. von Holst (Interview) outlines that *"We have been rather creative and found good solutions to problems"*. Medveczky (Interview) further states that *"It was up to us to create other activities such as entertainment outside the venue and to find national sponsors since FIS did not focus on those aspects"*. She outlines an example of Beyond Skiing where she thinks they succeeded, which was a completely new sponsor strategy where they have attracted 400 regional companies that wanted to be connected to the NWSC. Jons concludes in the interview *"We for sure had even more space to do our own thing if we had wanted to or had time for"*.

5.6 Our Own Experiences of Being Volunteers

Before we arrived in Falun we were assigned, by the LOC, to do an online education about the NWSC as well as several small tests in order for us to be prepared for the assignment. Every volunteer had to take the test and pass it in order to work at the event. Furthermore, the LOC arranged a kick-off in Falun, which unfortunately we were not able to attend, however the LOC uploaded it online so we could take part of the information.

Being volunteers at Spectator Service led us to have close contact with the audience and we were able to receive an indication of how spectators, fans and visitors experienced the NWSC. From our point of view, the NWSC was a great success among the audience in Falun. The atmosphere was very joyful and it was a true festival spirit at the Lugnet venue. The audience was very happy and cheerful, and the same goes for the prize ceremonies at Medal Plaza downtown Falun, which was very much crowded the three days we were attending. Constantly during the NWSC we received positive statements from the spectators, both international and national, saying that it was an impressive Championships and that everything was well arranged with an excellent venue as well as very professional volunteers. A further indication of the success was that the venue was sold out completely at least two days during the NWSC, having around 40,000 spectators per day, which created an extraordinary atmosphere with thousands of cheering spectators. Even the days when the venue was not completely crowded, the atmosphere was magnificent. However, having a sold out venue was not entirely without its challenge. One of the days when we were working the high amount of spectators made the tribune extremely crowded which caused some discontent among the spectators, as they were not able to get what they perceived as a good spot to see the competitions. We received some criticism, however, the atmosphere was not completely negative but there was some unhappiness outspoken from the audience.

We truly experienced the event as a big happening with several sponsors present at the venue and at the exhibition areas closely related to the venue. The overall surrounding was stressing the message of Falun and Dalarna and during the event several important persons such as royalties and leaders from large industries were attending. The very majority of the volunteers that we worked with during the NWSC, both international and national, showed a professional and interested attitude toward the audience and the team spirit was very high in our group, thus every day of working was very easy, smooth and above all very fun. It was well shown that the volunteers had signed up due to an interest to the sport and the region of Dalarna. During our stay we had the chance to talk with some of them and they all experienced the NWSC as a success having a tremendous atmosphere at the venue with happy spectators.

6. ANALYSIS

In this chapter we return to the theoretical framework presented earlier in order to analyze the empirical findings, and thus the relationship between international and national stakeholders in terms of collaboration and coordination in a temporary international large-scale event.

6.1 Event Management

The collected empirical data of the NWSC in Falun 2015 and its organizing parties will here be analyzed in relation to theory of event management outlined in chapter 3.

6.1.1 Project Management Team and Organization

Xing and Chalip (2009; 2012) presented the challenge of understanding how temporary organizations work and function, which is one of this study's origins. The case of the NWSC in Falun reflected the requirement of establishing a new organization when hosting a large-scale event, as brought forward by Getz (2005:64) as well as by Parent and Smith-Swan (2013:34). Furthermore, their argument of large-scale events' political nature also compiled with the Municipality of Falun not only being the owners of the Lugnet venue but also one of the owners of Falun2015. As for the LOC, each division had its own Director so there is an indication of hierarchy but as it consisted of a relatively small number of full-time employees the organization was experienced as rather flat with a high level of delegation as expressed by Jons (Interview). Thus the structure of the LOC can be seen to a certain extent reflect the view of low bureaucratic hierarchy, which according to Getz (2005:74) as well as Xing and Chalip (2012) enhance the effectiveness of the organization. In regards to hierarchy this study indicates that it is more related to the relationship between the LOC and FIS rather than within the LOC itself. Linking to von Holst's (Interview) comment that as in fact FIS owns the event, it also has several demands and naturally puts pressure on the LOC, but there is still a mutual trust between the parties.

The case of the NWSC provides evidence that the characteristics of organizations hosting large-scale events to be of temporary nature and having a rapid growth in numbers of employees provided by Xing and Chalip (2009; 2012) holds true. The LOC increased from two to 30 full-time employees, and the drop of two thirds already two months after the end of the NWSC truly envisions the temporary nature of the organization. Söderlund's (2004)

argument that people in such organizations have not prior to the event, nor after the event, worked together cannot be confirmed by this study as several examples of prior working experiences have been provided by the employees in the LOC. The temporary aspect of the event itself is furthermore perceived different between the stakeholders. As brought forward by Hofer (Interview), FIS does not necessarily see it as the end of the NWSC but rather as something that should continue on from one place to another. For the LOC, SSF, Skidspelen as well as the municipality it seems to have been a general understanding of only having one chance to succeed and an awareness of the timeframe already from day one (Back, Interview; Carlsson, Interview; von Holst, Interview).

6.1.2 Stakeholders in an International Large-Scale Event

The involved stakeholders of the NWSC are congruent with the statement by Emery (2002), Parent and Smith-Swan (2013:6-7) and Solberg et al. (2009) with several actors being involved in the arrangement of a large-scale sports event. In addition, the need of several different international, national and local actors, as argued by Masterman (2004:29-31,34) as well as Parent and Smith-Swan (2013:6-7), is reflected with FIS being an international actor, SSF national and the municipality as well as Skidspelen being local. Friedman et al. (2004) claim that the interests of all involved stakeholders must be taken into account in the organization's policies, and this is in accordance with the process in the LOC. One example was the procedure creating the vision "*Beyond All Expectations*", as it was established by the LOC in cooperation with SSF, the municipality and also the region of Dalarna. The one stakeholder that was not involved in this process was Skidspelen, as they had not yet entered as owners (Medveczky, Interview). Moreover, this vision was created with the aim to go beyond expectations, where the minimum expectations can be claimed to be the ones set by FIS in the hosting contract.

Due to their late entry, Skidspelen can be seen to have less power in the relationship from the beginning. Frooman (1999) as well as Mitchell et al. (1997) elaborate on the power of stakeholders and their influence, where Mitchell et al. (1997) argue that the more power, legitimacy and urgency a stakeholder possesses the more influential it will be in the relationship. Against this background it is apparent that FIS possesses a high level of all these criteria and thus supports the argumentation as it is the owner and therefore has power. Thus this situation further underlines the argument made by Parent and Slack (2007) that the organization who holds the rights to the event is the one stakeholder that puts significant

pressure on the LOC. Secondly to power, Frooman (1999) states that influence is dependent on the relationship between the stakeholders, the LOC and the other parties. This line of reasoning, and to further distinguish the level of power between the stakeholders in the NWSC, can be perceived as a procedure that is not clear-cut. Outside of the LOC, there is a link between several of the stakeholders, which can be seen to have a structure similar to a hierarchy. First of all, the ski clubs in the Association of Svenska Skidspelen are also members of SSF, and in turn SSF is a member of FIS. Despite such hierarchical elements between these stakeholders and the additional complement of the municipality as well as the LOC, the respondents seldom highlighted the issue of power as problematic. Nevertheless, one potential reply related to this view might be Gahnshag's (Interview) discussion on the fact that FIS actually had such high impact on the actions of the municipality despite being a relatively limited international organization in relation to the public institution that the municipality is. Parent and Slack (2007) state that the LOC is also put under pressure from the local community and national sports federation, but in this case there are indications that the pressure from the LOC towards the national stakeholders might be even stronger, such as the LOC's pressure on the Municipality of Falun regarding the work on the Ski Jumping hills as brought forward by Medveczky (Interview).

6.1.3 Stakeholders and Their Different Objectives and Goals with a Large-Scale Event

Getz (2005:55,164), Parent et al. (2014) as well as Parent and Slack (2007) argue that all stakeholders are likely to have different objectives with the event, which is reflected in the mentioned objectives from the stakeholders in this study. Slack and Parent (2006:40) suggests a division of objectives in terms of time frame. Some of the respondents in this case, such as the municipality and SSF, referred to short or long-term objectives (Carlsson, Interview; Gahnshag, Interview; Löfgren, Interview; Rosén, Interview). The claim by Getz (2012:48) that the key stakeholders influence the objectives of the LOC is also supported by this study. Robinson and Minikin's (2011) implication that sport organizations adopt goals that are not best suited for the organization itself but as a result of external pressure is not fully congruent with this case. The LOC's objectives are a combination of the ones stated by its key stakeholders, but due to the fact that they are owners of the LOC or owners of the event, to parallel these stakeholders with the external environment might be misleading. If such a parallel would be made however Robinson and Minikin (2011) further argue that such a situation could aggravate the establishment of sustainable activities for the LOC. Due to the temporary characteristic of the LOC this argument is doubtfully applicable. If it would have

been a permanent organization on the other hand, it can be assumed that it would have been more impacted by such a circumstance and also more likely to create more specific own objectives independently from the key stakeholders.

Objectives set by government agencies in regards to large-scale sports events are often linked to social and/or cultural values, rather than pure economical, claim Getz (2012:11) and Preuss and Solberg (2006). Getz (2012:11) moreover highlights that the objectives set by the municipality stretches beyond the time frame of the event, consequently also established for the long-term. The respondents from the Municipality of Falun's answers regarding the objectives for the event are in accordance with this line of reasoning. The economic impact has not been ignored, where Gahnshag (Interview) pointed out that they had a short-term objective to have financial vitality in the region during the event. The primary objective however was to promote the region to everyone from investors and new inhabitants, with additional objectives being to strengthen the role of Falun as an event organizer and engage youngster, culture, industry, environment and skiing enthusiasts (Gahnshag, Interview; Rosén, Interview). Consequently, these objectives have had long-term perspectives and been of social and cultural values.

It is the Municipality of Falun that owns the sport facilities at the Lugnet venue, thus coherent to the statement by Getz (2012:339-344) as well as Preuss and Solberg (2006) that it usually is public agencies who fund and build new sport facilities for a large-scale event and that the facilities often also are established for future events. The renovations of the Lugnet venue and the amount of investments made have however been a debated issue in the region and in media (Goth, 2015; Lapidus, 2015), which can be related to Getz (2005:139), Preuss (2007) and Swart et al. (2011) and their discussion on possible negative aspects of legacy, and notably the example of debts from renovation of facilities. Preuss (2007) further brings forward that the temporary characteristic of a large-scale sports event complicates and makes the process of assessing long-term impacts uncertain. This situation is supported by the awareness from both Gahnshag (Interview) as well as Rosén (Interview) from the Municipality of Falun that it will be difficult, and maybe even impossible, to analyze the fulfillment of long-term objectives.

6.2 Stakeholder Management Relationship

This section will elaborate on the theory regarding stakeholder management relationship and link it to the case of the NWSC in Falun.

6.2.1 Managing Multiple Stakeholders and Objectives

The importance of creating value for not just the owners but also for all legitimate stakeholders of an organization, as brought forward by Dohnalová and Zimola (2014) as well as Senaux (2008), is corresponding to this study. The arranging parties took into account other stakeholder groups, or end-customers, for the event when they for instance were clarifying the objectives and goals. However, they had slightly different end-customer groups in focus, where for instance Lewis (Interview) and von Holst (Interview) expressed the need to highlight all groups such as athletes, visitors, media, volunteers, sponsors and corporate partners. Wåhlberg (Interview) and Mignerey (Interview) focused more on certain groups, where they ranked athletes as the priority group as the competitions are the foundation of the NWSC. This deviation in focus may very well be a result of the stakeholders' difference in overall objectives with the NWSC, and also due to the respondents' position within its organization. Both Wåhlberg, representing the ski organization Skidspelen, and Mignerey, being Race Director in FIS, ranked the athletes high since these were seen as the priority for them as well as their organizations. As for Lewis and von Holst, they both had a total and an overall responsibility for FIS and LOC respectively, thus took all groups into account.

Hitt et al. (2001), Parent and Séguin (2007), Preuss and Solberg (2006), Senaux (2008) as well as Solberg et al. (2009) emphasize the importance of managing multiple relationships as well as multiple objectives in order to ensure success of the event, where Svendsen (2000:132-133) discusses the confusion of stakeholders' multiple objectives, potentially leading to conflicts and challenges in the relationship. First of all it is evident from the interviews that all of the respondents were aware that they had different objectives, for instance when Lewis (Interview) from FIS and Carlsson (Interview) from SSF discussed the importance of understanding each other's objectives. However, it was also obvious that the stakeholders were having a mutual overarching goal of organizing a successful NWSC together. The fact that they all were striving against the same main goal, while still having different sub-goals, was something that facilitated the relationship according to Carlsson (Interview) as well as something that probably helped the organizers to ensure success of the

event. The question of success was something all respondents believe to have achieved as all of them expressed that the NWSC was very successful. For example did the amount of spectators exceed the calculations and Spitz (Interview) from FIS stressed that this was one of the best organized NWSCs ever. Our own participant observation supports the view of the NWSC to be a success as there was a huge number of spectators, sold out venues, an excellent atmosphere at the venue and a true festival for the visitors both on site, on TV as well as downtown Falun. During our observation we received a lot of praise from the audience expressing that the event was excellent organized and that the spirit at the event was tremendous, indicating that the audience experienced the event as a success. However, second of all, it is not in line with Svendsen (2000:132-133) and Senaux's (2008) argumentation that these different objectives have caused challenges or conflicts when organizing the NWSC, since all respondents expressed the awareness of each other's objectives. Furthermore, these objectives did not necessarily clash with each other as they focused on specific areas and thus, could be seen as complementary to each other.

Ferkins and Shilbury (2015) emphasize the question of how the relationship between stakeholders should be governed as something that has to be thought of for the stakeholders. It is obvious from the interviews that the relationship between the stakeholders relied much upon collaboration and partnership, which is in accordance with Harrison and St. John (1996) and Svendsen (2000:3), as they stress the importance of having a high amount of collaboration in order to ensure success. Lewis (Interview) stated the relationship from FIS's point of view to be a strong partnership in terms of collaboration with an on-going dialogue, and with constant discussions and teamwork according to Mignerey (Interview). Carlsson (Interview) further described it as including a lot of support from FIS to Falun2015, as well as being of a constructive manner from the very first day according to von Holst (Interview). Thus, collaboration is something experienced by all respondents and something that is highlighted to have characterized the relation to a very high degree. Harrison and St. John's (1996) discussion regarding a move from traditional stakeholder management towards a new partnering approach that eventually would result in aligned goals can partially but not completely be in accordance with this study. The partnership between the stakeholders was notably emphasized by the respondents, for example by Lewis (Interview) from FIS, and they all had one mutual overarching goal. However, each stakeholder had several distinguished sub-goals, thus not supporting the full alignment of goals and values stated by Harrison and St. John (1996) and Svendsen (2000:69).

Parent and Séguin (2007) as well as Svendsen (2000:132-133) stress that power and status between the stakeholders impact the relationship, and can consequently create difficulties when organizing an event. A facilitating factor to avoid such circumstances is that the partners are to be seen as equal. As previously explained is the relationship between FIS and the LOC and its owners clearly expressed, with FIS having substantial power compared to the local organizers. Further an elaboration between the other stakeholders is not as straight forward, thus seeing all stakeholders as equal is difficult and therefore this case does not fully reflect the importance of equality among partners stated by Parent and Séguin (2007) and Svendsen (2000:132-133). If this inequality in power has created challenges between FIS and the LOC and its owners can be discussed, nevertheless none of the respondents discussed challenges in terms of inequality between the arranging parties, but instead brought forward other reasons. Despite a different degree of power held by the stakeholders they all were dependent on each other as they had different areas of responsibility as said for example by Carlsson (Interview) and von Holst (Interview). FIS as owners naturally had the rights to the event, the Municipality of Falun owns the venue and thus held the responsibility of it, the LOC was in charge of the daily operative work with the event, Skidspelen had its contribution with the volunteers and the SSF focused on the sport aspect. Furthermore, as Carlsson (Interview) brought forward all parties were needed in order for the event to be as successful as possible and thus they were all highly dependent on a functioning collaboration.

6.3 Collaborative Arrangements

The process and the relationship between the parties organizing the NSWC in Falun 2015 is further analyzed and defined in connection to the literature about collaborative arrangements as brought forward in chapter 3.

6.3.1 Licensing and Franchising

It is evident from this case study that the stakeholders were involved in a cross-cultural collaborative arrangement, where FIS is a multi-cultural organization based in Switzerland and the local organizers are based in Sweden. In line with a non-equity contractual agreement (Daniels et al., 2013:568) this arrangement was based on a signed contract between FIS and the elected organizers where they together were to organize the NWSC. In accordance with theory of licensing (Daniels et al., 2013:578) this agreement applied to a specific time period and to a specific geographical area. Hill et al. (1990) as well as Nijmeijer et al. (2014) state

that it is the licensee and the franchisee that bear most of the costs, which is in accordance with this case since the LOC is organizing the NWSC at their own expense (FIS, 2014). Daniels et al. (2013:578) further emphasize that the licensor's level of resource commitment and control is rather low. However, this case does not perfectly match with this theory of licensing as FIS's level of resource commitment and control is not low, but instead rather high. With regards to resource commitment FIS has indeed a high level, where it supported the LOC with experienced staff during the whole process (Lewis, Interview). Furthermore, FIS had a lot of control of the event on certain aspects, for example setting up coordination meetings twice a year where it received reports from the LOC about its forthcoming work (Lewis, Interview).

It is argued for in franchising theory that the franchisor operationally assists the business but lacks a daily involvement (Erramilli et al., 2002). As discussed, FIS was operationally assisting the organizing of the event providing experienced staff. The issue of a low rate of daily involvement however is not fully reflected, since it was partially up to the LOC to decide the frequency of daily contact (Back, Interview). Paying royalties and/or a fee to the licensor or franchisor is regularly done according to theory (Hadfield, 1990:934; Hill et al., 1990); however, this is not completely in line with the empirical findings. In this case a fee from the LOC to FIS has been paid after being elected, in accordance with the rules of hosting the NWSC (FIS, 2014). Nevertheless it is important to note that it also goes the other way around where FIS has paid a compensation to the LOC for the sold TV-and marketing rights (Falun Kommun, 2015b). Moreover, an eventual profit or loss of Falun2015 is nothing that FIS will take part in.

Franchising is according to Erramilli et al. (2002) intended for a long-term relationship. But in this particular case the agreement between FIS and the local organizers will cease to exist after the event has taken place. Nevertheless, the relationship between the stakeholders will still continue in the future, as expressed for instance by Gahnshag (Interview) where the Municipality of Falun for sure will apply for another NWSC. It is also important to remember that several of the stakeholders are connected to each other by memberships, as well as that Skids spelen will still host World Cups in Falun together with FIS and SSF, thus relations will continue in the future. The highlighting from FIS that the relationship should be seen as a partnership (Lewis, Interview) can also be drawn to research about the IOC and the Olympics and its shift in view from franchising to partnership (Chappelet & Kübler-Mabott, 2008:93).

Thus indicating that the question of partnership is highly relevant when arranging large-scale events around the world.

6.3.2 Coordination and Control in Collaborative Arrangements

According to both Gahnshag (Interview) and von Holst (Interview) FIS was a demanding partner and could somewhat control the work of the LOC. Both Daniels et al. (2013:576) and Svendsen (2000:2) emphasize that a tight collaboration between stakeholders often implies letting go of control, however this cannot be said to be in accordance with the empirical findings. There has definitely been a tight collaboration between FIS and the national stakeholders, but FIS has been able to control certain aspects of the process. Control modes can, as brought forward by Dekker (2004), be either formal or informal, which is supported by this case study as both have been in use. Formal control modes on behalf of FIS were the hosting contract, rules and regulations as well as constant reports from the LOC. Nevertheless, several respondents, such as Gahnshag (Interview) representing the municipality, explained that during the process FIS seldom referred to the contract, instead they experienced it more as discussions between FIS and the national stakeholders. An informal control mode used by FIS can be argued to be that FIS compared the work of the local organizers to the work and promises of prior and future organizers. In addition, both Back (Interview) and Busk (Interview) stated that FIS has always been trying to help rather than to fully control every process in the LOC, implying that more weight has been put on informal control rather than formal. Back (Interview) discussed a formal control mode between the national stakeholders in the form of a contract between the LOC and Skidspelen regarding the number of volunteers and von Holst (Interview) brought forward the shareholder agreement between the three owners of Falun2015. Nevertheless, the collaboration was described as incorporating more discussions instead of referring to the demands in a contract.

Getz (2005:194) states that a close supervision does not have to negatively affect the collaboration, instead it can help a LOC to perform better, which is in line with this case. FIS has from the beginning supervised the LOC at coordination meetings and other occasions, where for example Back (Interview) experienced that the close supervision from FIS's side regarding the Ski Jumping hills helped the LOC to have superb facilities at the actual event. As stated by Lewis (Interview) the intention by FIS was not to supervise and control every aspect in the process, which enabled the LOC and its owners to have their own influence on

the event. This is also something all respondents from the local organizers brought up as they claim that the LOC has had a lot of freedom to put their own mark on the event, especially regarding aspects outside of the competitions (Medveczky, Interview). von Holst (Interview) moreover argued that the LOC of course took into account what FIS recommended but if they felt they had the right idea they went with it, which further implies that FIS did not control every aspect of the event. A high frequency of informal control modes has defined this relationship between the stakeholders, and it may very well be due to that the relationship relies on a foundation of collaboration and partnership. They see the event as a common project needing all stakeholders, hence there is no need for one partner to control everything. Moreover, several of the respondents knew each other before the arrangement began, which facilitated the hosting of the event.

6.3.3 Trust in Collaborative Arrangements

A vast majority of the respondents had prior connections with the other stakeholder organizations or specific persons from these organizations. Thus having already established relations and trust with these partners. Dekker (2004) argues that trust should be seen as the principal informal control mode and the empirical findings indicates that this holds true, linked to all respondents highlighting the aspect of partnership and relations as well as in combination with discussions being preferred. Zaheer et al. (1998) discuss inter-personal vs. inter-organizational trust, and in this case it can be argued to have been a higher degree of inter-personal trust due to the significant high rate of prior relations, compared to inter-organizational trust. This high degree of prior experience was something that denotes the relationship between the stakeholders and thus facilitated the collaboration and coordination, which has been an important factor for the success of the collaboration and of the actual event.

Cullen et al. (2000) as well as Dolles and Wilmking (2005) discuss the importance of trust in international collaborative arrangements, which is somewhat harder to achieve in these cross-border relationships due to different backgrounds. In this case trust had already been established between several of the partners due to personal relations as well as due to the candidacy phase where persons from the LOC, the municipality and SSF had close contact with FIS before being elected. Thus, the argumentation brought forward by Cullen et al. (2000) and Dolles and Wilmking (2005) is not fully reflected in this study. Moreover, according to theory by Madhok (1995) and Svendsen (2000:69) is trust building a slow and

resource demanding process. As mentioned earlier, investments related to trust had already been made before and during the election, and it can therefore be argued that this event managed to escape impacts of the slow and demanding process of creating trust.

6.3.4 Challenges in Collaborative Arrangements

All respondents discussed that challenges have occurred, which has affected the collaboration. Nonetheless, in contradiction to what Svendsen (2000:12-13) and Daniels et al. (2013:584) claim, these challenges have not been on the basis of cross-cultural differences. Every respondent stressed that cross-cultural differences existed between the stakeholders, however they were experienced as something positive instead of something that negatively affected the relationship as they could use the different insights to organize a good event. The respondents also brought forward that one facilitating factor for cross-cultural differences was that they had prior knowledge from working across borders. Thus they were aware and worked with these differences already from the start (Carlsson, Interview; von Holst, Interview; Jons, Interview).

Additional aspects affecting the outcome of the arrangement are according to Daniels et al. (2013:584) and Harrison and St. John (1996) the stakeholders' varying backgrounds, control problems as well as a difference in relative importance to the stakeholders, where all of these have been present in this case. Carlsson (Interview), von Holst (Interview) and Wählberg (Interview), amongst others, brought forward that upcoming challenges during the work with the event were deriving from the stakeholders' varying backgrounds such as the municipality being a public organization, hence having rather slow political processes compared to the other private organizations (Gahnshag, Interview; von Holst, Interview; Löfgren, Interview). The varying backgrounds also impacted the work as they had different views on how to organize the event based on a varying degree of prior knowledge. One example of such a circumstance was the issue between Skidspelen and the LOC, where the prior knowledge and way of working with the volunteers by Skidspelen was overruled by the LOC (Back, Interview; von Holst, Interview; Wählberg, Interview). These challenges led to the relationship at different time being strained with a slow process, however these were overcome with more informal discussions as well as in some cases pressure from the other stakeholders.

Linked to the problem of relative importance (Daniels et al. 2013:584) it is evident that the stakeholders differ in size, and hence have had different contributions to the event. For instance, as Skidspelen entered as a minority owner of Falun2015 rather late, it was not able to contribute substantially to the process of the event apart from the specific issue of volunteers (von Holst, Interview; Wåhlberg, Interview). The third challenge by Daniels et al. (2013:584) regarding control can for example be illustrated in this case with the issue of sponsors, such as the questionable Russian liquor company, as well as the process of whether or not to salt the tracks. In these issues the LOC was constrained by FIS's rights of deciding, and could therefore not impact the outcome (von Holst, Interview; Medveczky, Interview). Daniels et al. (2013:584) and Kale and Singh (2009) claim that there is a high rate of failure in collaborative arrangements due to upcoming challenges. Nevertheless several factors in this case indicate an overall success, even though it had its challenges along the way.

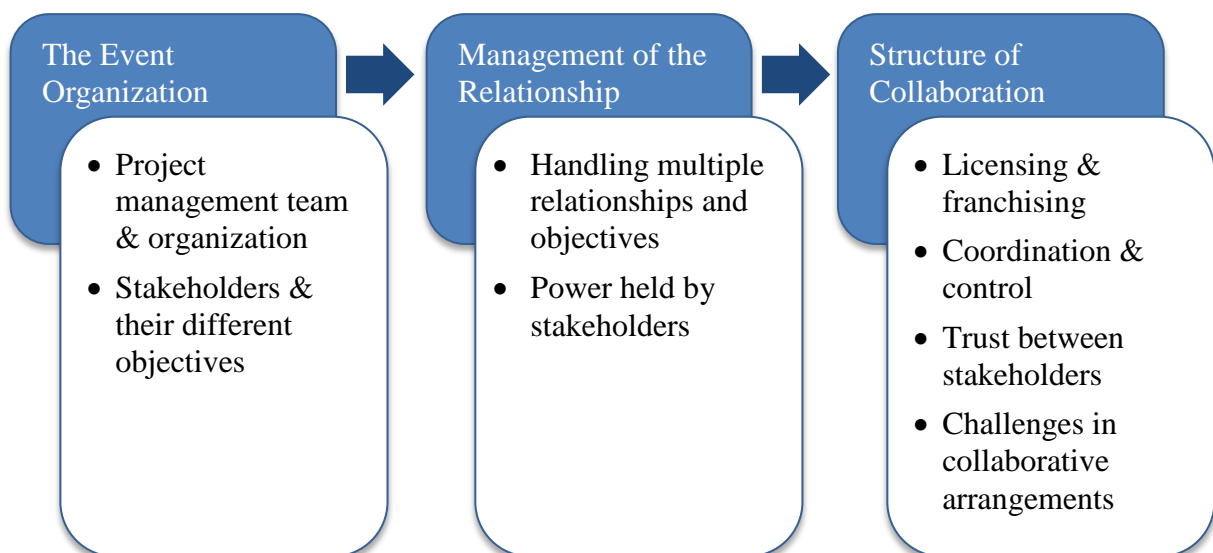
7. CONCLUSION

In this chapter key findings and answer to the research question are presented. At the end of the chapter implications for practice, theory and a future outlook are provided.

7.1 Findings

This study aimed to shed light on the relationship between international and national stakeholders within the NWCS in Falun 2015 and thus to provide insights to the lack of research on the relationship between different organizers in large-scale events, as highlighted by Parent (2008). The formulated research question was: *How is the relationship between international and national stakeholders structured and developed in terms of collaboration and coordination in a temporary international large-scale event in order to achieve their perceived success of the event as well as their own specific objectives?* The main conclusion of the study is that the relationship was structured through the hosting contract as it was the basis for the arrangement of the NWSC and it was further evident that trust was experienced as a necessity that facilitated the collaboration and coordination in the relationship, which was highlighted as a partnership by the respondents.

Figure 4 - Research Framework



Source: Compiled by authors

Based on the research framework presented in chapter 3.4, seen yet again in figure 4 above, the findings of our study are presented as follows. The findings demonstrate that in order to

organize the NWSC a temporary project organization, the LOC, was established having a low bureaucratic hierarchy. Furthermore, findings show that international and national stakeholders, incorporating public as well as private organizations, were present in the arrangement. Our findings confirm what Getz (2005:55,164), Parent et al. (2014) as well as Parent and Slack (2007) stated, that stakeholders often have different goals and objectives, which the findings indicate were dependent on the organizations' aim. The municipality primarily had social and cultural objectives, whereas the other stakeholders had objectives connected to the execution of the event and the sport itself.

All stakeholders acknowledged the diversity of objectives and further highlighted that it was something that influenced the relationship. They were, however, unified by one mutual overarching goal to arrange a successful event. As concluded from the empirical findings the objectives and goals did not clash or collide with each other, instead they can be seen to have been complementary. This aspect is concluded to have been a facilitating factor for the relationship and further contributed to the success of the event. In addition, all respondents perceived the event as a success, which is also supported by our own participant observation of the NWSC. There was a distribution of power between the stakeholders, where FIS held a high degree of power, as owners of the NWSC, thus could put pressure on the other stakeholders. Despite an unequal distribution of power there was a high dependency between all stakeholders, as all of them contributed with their own knowledge and responsibility. Thus, they were all critically dependent on each other and needed to collaborate in order to organize a successful event.

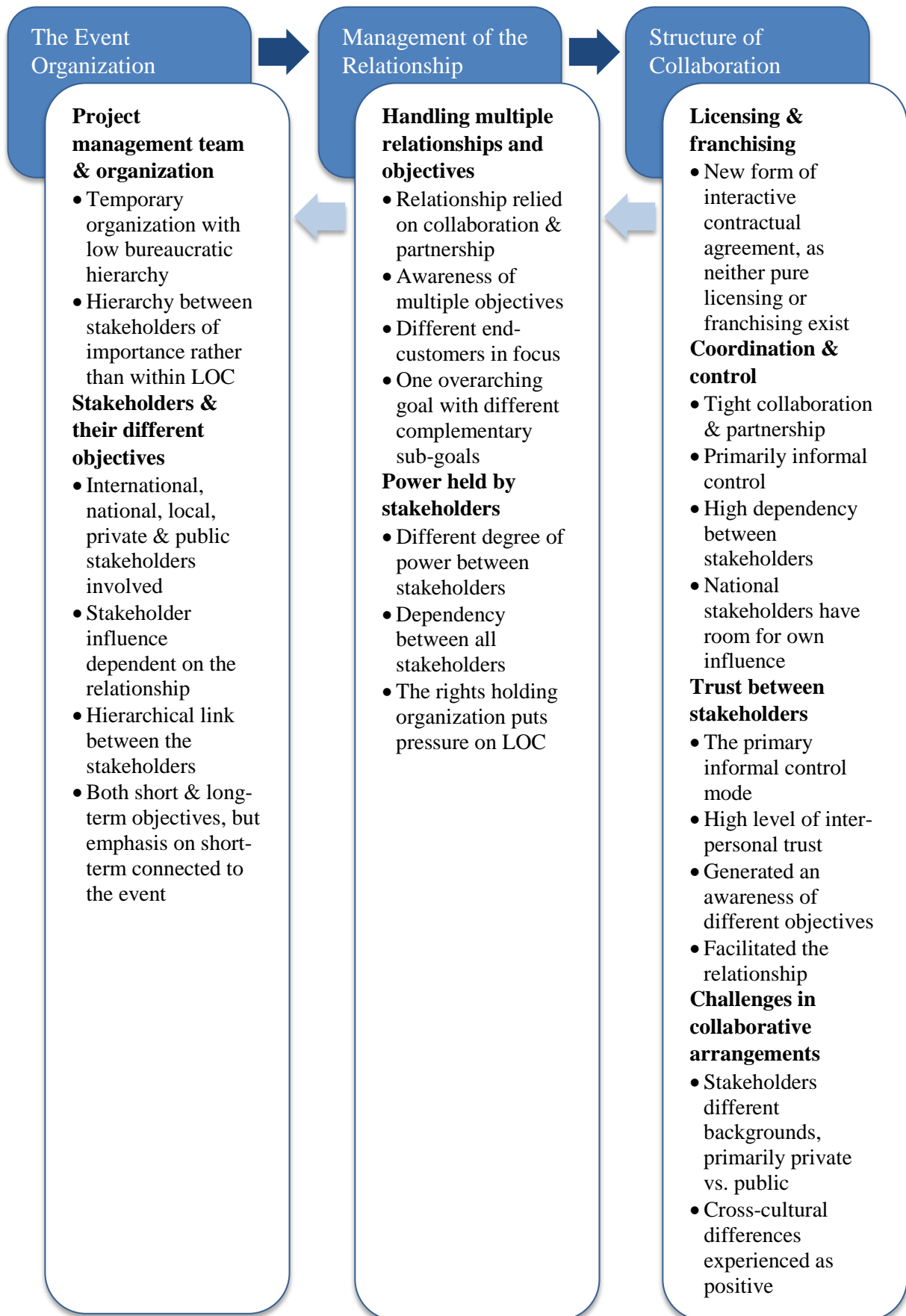
Deriving from the theoretical framework and the empirical findings we have concluded that the collaborative arrangement between the stakeholders has not been a perfect match to either licensing or franchising. However, it definitely had some similar characteristics to these two types of collaboration modes. What we found was that the arrangement is based on the hosting contract signed between FIS, the Municipality of Falun and the SSF. Collaboration and partnership was highly emphasized by all respondents and the relationship further appeared to be characterized by FIS having a high rate of involvement, resource commitment, coordination and control on the national stakeholders. Therefore in line with Parent and Slack (2007), it was the international rights holding organization that was the "dominant" stakeholder but as seen in this case it still provided freedom for an own influence from the national stakeholders.

In addition, a significant finding, which appeared to be of a substantial importance for the relationship, was the high degree of prior established inter-personal trust. Despite the high level of trust, the relationship was not without its challenges. These cannot be linked to cross-cultural differences between the stakeholders but rather to their varying backgrounds in terms of public or private ownership. One example was the perceived slow political process in the municipality, which hampered the relationship in beginning and slowed down the entire arrangement of the event. However, these challenges were minimized and handled through informal control modes. The insight of trust is likely to have facilitated the principal use of informal control modes, such as discussions, over formal control modes, such as contracts and regulations, in the coordination of the event. Thus, in the setting of the temporary event trust and collaboration within the relationship overcame international barriers as well as occurred challenges in the NWSC. Finally, even though the event was a temporary occurrence, FIS, the Municipality of Falun, Skidspelen and SSF have a long-term perspective and intention of the relationship, as they have plans for future events as well as that the ski organizations are linked to each other through memberships.

7.2 Contributions to Practice and Theory with a Future Outlook

Even though this study only focused on the specific case of the NWSC in Falun, the event appears to have been a successful one from the respondents' point of view as well as from our own participant observation, thus the generated implications can also be of interest for practice and hence for future organizers of large-scale events. Points of importance derived from the concluding remarks stated above in connection to the analysis of this study have been placed in the extended research framework, presented in figure 5 below. The additional arrows, demonstrating the reverse flow, in figure 5, illustrate the implications for practice.

Figure 5 - Research Framework Revisited



Source: Compiled by authors

The main aspects of importance and thus our main contributions to practice are concern challenges and trust. The main challenge identified was the collaboration between public and private stakeholders, which is an issue of critical importance also for future large-scale events. It is highly likely that one of the multiple stakeholders in future large-scale events will be a municipal or governmental body, as they often are the primary owners of sport facilities (Getz, 2012:339-344; Preuss & Solberg, 2006). Due to the involvement of both international and national stakeholders, there might be a vigilance for potential cross-cultural issues but this study indicates the importance of not undermining the different backgrounds of the stakeholders and thus to look beyond culture. This issue could therefore potentially be overcome if all involved stakeholders early on would be aware of the specific, and often slow, decision-making processes within public organizations. This aspect of differences between public and private organizations in the arrangement of events has not been highly emphasized in research before, as there is a lack of research on the relationship between different organizers within events (Parent, 2008). Furthermore, the issue of trust has appeared to be a key ingredient between the stakeholders studied in the NWSC in Falun as it can be seen to have generated an awareness of each other's different objectives and furthermore was seen as a necessity that facilitated the relationship, the arrangement of the event and thus a perceived successful outcome. An implication for practice and future stakeholders in large-scale events would thus be to actively create and maintain trust with the other involved stakeholders in order to gain these advantages. These generated insights, as well as the additional points of importance in figure 5, constitute the feedback flow from "Structure of Collaboration" to "Management of Relationship" and finally to "The Event Organization", thus indicating the importance for future organizers to consider from the very beginning.

As this study's focus is on the relationship between key stakeholders, it also generates an advancement of theory as it provides insights that complements the gap of research regarding how large-scale events operate, and the organizational structure and coordination between its organizers as brought forward by Getz (2012:276), Ferkins and Shilbury (2015) and Parent (2008). Furthermore, in relation to Emery's (2010) notion that the issue of management, organization as well as control within sport management is a field largely unstudied, insights regarding these aspects are also provided and reflected upon within this study. Svendsen (2000:12-13) stated that challenges in collaborative arrangements often are an outcome of cross-cultural differences, but such implications were not discovered in this case. A potential area for future research would be to conduct a similar study in a different region to

investigate if this issue can be related to the specific nationalities of the stakeholders involved in the event or if in fact it is a seldom occurring issue.

Due to the insights generated from this study the relationship cannot be seen to fully compile with international business theory about licensing or franchising, thus it is not a perfect match to a contractual agreement based on these two modes. What this particular case has is an agreement based on a contract, thus in line with both theory of licensing and franchising. However, collaboration and partnership played a major role with a high rate of involvement, resource commitment and control from the rights owner's part, which is not in line with theory of licensing. Nevertheless, franchising theory involves a higher degree of involvement, resource commitment and control from the rights owner's part but this particular case possesses some contradicting factors to theory of franchising as well. For instance, such as that the national organizers do not pay a regular fee to the rights owner as well as that the agreement is not intended for a long-term perspective, as it ceases to exist after the event has taking place. Therefore this case cannot be seen to be in line with a pure franchising mode. This insight therefore offers a new contradiction to Emery's (2010) statement that the LOC is often placed in the role of a low level, time-bound franchise contractor. Thus, in order to better define this type of collaborative arrangement a new form of arrangement mode is needed. A more suitable mode could be described as an *interactive contractual agreement*, where the stakeholders are interactive and collaborating with each other, highlighting the importance of partnership between the stakeholders. It should still include a contract set up by one partner specifying the rights and obligations for the relationship and the organizing of the temporary event. This envisions opportunities for future research to study if such a suggested mode of contractual agreement can be confirmed also by other cases. This study does provide important findings but due to it being a single case study and the complexity of temporary events as well as that they are becoming more prevalent, additional research within this field is needed. In order to receive a more complementary view of collaborative arrangements not only studies of other large-scale sports events are of interest but also studies of other events located in another setting and/or industry.

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APPENDIX

1. Interview Guide for FIS - English

Organization

- Please describe your organization and your role in the organization.
- What is your role in the FIS Nordic World Ski Championships?
- How long have you worked with the FIS Nordic World Ski Championships?
- How many people from your organization are involved in the work with the FIS Nordic World Ski Championships?

The FIS Nordic World Ski Championships

- What kind of international and/or national objectives and goals does your organization have for the event?
- How does your organization work in order to achieve the objectives and goals?
- At this time and so far, do you feel that you have achieved the objectives and goals?
- Please rank the three most important end-customers that your organization has in mind when hosting the event, and explain why:
 - International/national visitors
 - International/national fans (on set, TV-viewers etc.)
 - International/national athletes
 - International/national staff and volunteers
 - International/national media
 - International/national sponsors and corporate partners

Relationship between stakeholders

- Describe the relationship between your organization and the other arranging parties.
- How has the relationship with the other parties evolved over time?
- How do you experience that the relationship is temporary and that it will be terminated? Is it something that has affected the relationship?
- Have your organization experienced any positive aspects due to the cross-national relationship between the other parties when working with the event? Please elaborate.
- Have your organization experienced any cross-national challenges regarding the relationship between the other parties when working with the event? Please elaborate.
- What kind of demands are your organization exposed to from the other parties and how are they expressed (formal/informal demands)?
- Are these demands monitored and controlled? If yes, how?
- Do you feel that there is room for the LOC to create “their” World Championships? If so, how does the LOC strive to influence the Championships?
- How long will you be involved after the event has taken place?

2. Interview Guide for the Municipality of Falun, SSF, Skidspeleu, LOC - Swedish

Organisation

- Beskriv din organisation och din roll i organisationen kortfattat.
- Vad är din roll i arbetet med Skid-VM i Falun?
- Hur länge har du arbetat med Skid-VM i Falun?
- Hur många personer från din organisation är/har varit involverade i arbetet med Skid-VM?

Till Falu Kommun

- När började ni fundera på att ni ville arrangera Skid-VM i Falun?
- Kommer ni ansöka om ett nytt Skid-VM i Falun inom den närmaste framtiden?

Skid-VM i Falun

- Vilka internationella och/eller nationella mål har din organisation haft med eventet?
- Hur har din organisation arbetat för att uppnå dessa mål?
- I dagsläget, anser du att ni har uppnått era utsatta mål?
- Vänligen rangordna de tre viktigaste slutkunderna som din organisation har haft i åtanke med eventet, och förklara varför:
 - internationella/nationella besökare
 - internationella/nationella fans (på plats, tv-tittare etc.)
 - internationella/nationella tävlande
 - internationella/nationella medarbetare och volontärer
 - internationell/nationell media
 - internationella/nationella sponsorer och företagspartners

Relationen mellan intressenter

- Beskriv relationen mellan din organisation och de andra parterna.
- Hur har relationen mellan din organisation och de andra parterna utvecklats över tid?
- Hur ser du på att relationen är en under en begränsad tid och att den kommer att upphöra? Har det påverkat relationen på något sätt?
- Har din organisation upplevt några positiva aspekter till följd av den gränsöverskridande relationen med de andra parterna under arbetet med eventet?
- Har din organisation upplevt några utmaningar till följd av den gränsöverskridande relationen med de andra parterna under arbetet med eventet?
- Vilka typer av krav har ställts från de andra parterna på din organisation och hur har de tagit sig i uttryck (formella/informella)?
- Hur har dessa krav kontrollerats och bevakats?
- Upplever du att det fanns rum för din organisation att sätta er prägel på Skid-VM? Om ja, hur har ni påverkat det?
- Hur länge kommer du vara involverad i arbetet med Skid-VM i Falun?