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DEVELOPMENT OF AN APPROPRIATE METHODOLOGY FOR MEASURING ECONOMIC IMPACTS OF SPORTS EVENTS: A CASE STUDY OF THE KWAZULU-NATAL PROVINCE, SOUTH AFRICA

Major international sporting events occur on a daily basis globally and little thought goes into the actual hosts that manage a large part of these events. Many countries view hosting these events as the spin-offs to a city or country providing benefits to them in respect of tourism and its multiplier effects. To many third world countries and cities this is seen as a source of income and a means to create employment and the opportunity to earn foreign capital. Some argue that the costs incurred by the host country/ city for providing specialised infrastructure for these events, do so with the intention of having these costs off-set with the expected benefits from the sports event. It becomes essential therefore to ensure these events are well researched in respect of their benefits and overall impact to a host before committing valuable resources that could otherwise be more appropriately used. Within South African context the major national imperatives would be boosting the economy, employment creation and poverty alleviation. The paper provides various models for measuring economic impacts in the literature and critiques them with the intention of offering a suitable model/ methodology that provides necessary feedback for suitable measurements. A case study of two major Super 14 rugby matches was used in KwaZulu Natal, South Africa.

Keywords: sports activities, South Africa, rugby, economic effects of sports.

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РОЗРОБКА МЕТОДИКИ ОЦІНЮВАННЯ ЕКОНОМІЧНИХ НАСЛІДКІВ СПОРТИВНИХ ЗАХОДІВ: НА ПРИКЛАДІ ПРОВІНЦІЇ КВАЗУЛУ-НАТАЛ, ПАР

У статті показано, як великі міжнародні спортивні заходи можуть впливати на економіку країни, регіону або міста, що їх проводять. Багато країн змагаються за організацію цих заходів, оскільки вони приносять додатковий прибуток і сприяють розвитку туризму і економіки в цілому. Для багатьох країн і міст третього світу ці заходи розглядаються як джерело доходу, спосіб створення робочих місць і залучення іноземного капіталу. Існує точка зору, що країна або місто несуть витрати на спеціалізовану інфраструктуру для цих подій із таким розрахунком, що ці витрати компенсуються очікуваними вигодами від спортивного заходу. Тому необхідно ретельно вивчити загальний вплив на економіку, перш ніж вкладати цінні ресурси, які могли би бути використані раціональніше. Великі спортивні заходи розглядаються в умовах ПАР як засіб підняття економіки, створення робочих місць і боротьби з бідністю. Обговорено різні вже існуючі моделі вимірювання економічних наслідків і запропоновано покращену модель і методологію, яка забезпечує необхідний зворотний зв'язок для оцінювання різних чинників. Дослідження проведено на матеріалах двох матчів з Кубка регбі в провінції Квазулу-Натал, ПАР.

Ключові слова: спортивні заходи, Південна Африка, регбі, економічний аспект спорту.

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РАЗРАБОТКА МЕТОДИКИ ОЦЕНКИ ЭКОНОМИЧЕСКИХ ПОСЛЕДСТВИЙ СПОРТИВНЫХ МЕРОПРИЯТИЙ: НА ПРИМЕРЕ ПРОВИНЦИИ КВАЗУЛУ-НАТАЛ, ЮАР

В статье показано, как крупные международные спортивные мероприятия могут влиять на экономику проводящей их страны, региона или города. Многие страны соперничают за организацию таких мероприятий, поскольку они приносят дополнительный доход и способствуют развитию туризма и экономики в целом. Для многих стран и городов третьего мира эти мероприятия рассматриваются как источник дохода, способ создания рабочих мест и привлечения иностранного капитала. Существует точка зрения, что принимающая страна или город несут расходы на специализированную инфраструктуру для этих событий с таким расчетом, что эти расходы компенсируются ожидаемыми выгодами от мероприятия. Поэтому необходимо тщательно изучить возможные выгоды и общее воздействие на экономику, прежде чем вкладывать в них ценные ресурсы, которые могли бы быть использованы более рационально. Крупные спортивные мероприятия рассматриваются в условиях Южной Африки как средство подъема экономики, создания рабочих мест и борьбы с бедностью. Обсуждены существующие модели измерения экономических последствий и предложена улучшенная модель и методология, которые обеспечат необходимую обратную связь для оценки различных факторов. Исследование проведено на материалах двух матчей Кубка регби в провинции Квазулу-Натал, ЮАР.

Ключевые слова: спортивные мероприятия, Южная Африка, регби, экономический аспект спорта.

1. Introduction. Tourism is considered to be one of the largest contributors to the world economy. In 2011 tourist arrivals reached 980 mln (UNWTO, 2012). In South Africa tourism is recognised as one of the most important sectors in the economy in terms of gross domestic product (GDP) (South African Tourism Annual Report, 2011). In 2011, tourism generated R79.5 bln in foreign exchange for South Africa. Currently this sector employs over 380 000 people permanently (Tourism KwaZulu-Natal, 2012). Further, tourism is seen as a driver of economic development in this region (Department of Environmental Affairs and Tourism, 2002). One of the mandates for Destination Marketing Organisations (DMOs) is to increase the number of tourists to the destination. This is done using various attractions. These attractions can be natural, cultural and heritage or events.

Importance of tourism: The White paper on the development and promotion of Tourism in South Africa of 1996 (White Paper) made clear the importance of tourism and the role that tourism must play in the economic development of the new South Africa. The UNWTO (2007) recognises the importance of a strategy by which the destination can increase tourism arrivals, awareness of the destination, and increase tourism contribution to GDP. These objectives must be led by a DMO. One important strategy that a successful destination uses is that of events. In order to determine the value of an event to the destination or that the event is achieving the objectives it claims to be, an economic impact assessment is one way of achieving that. In addition, the UNWTO (2007) stresses that events can be a powerful tool to offset the impact of negative tourism flow typical of periods of economic downturn, such as the recent global economic recession, and to reduce the impact of seasonality.

Some reasons for conducting economic impact assessments: The economic impact of an event is used to justify holding the event or the use of public funds allocated to the event (Getz, 2005). Crompton et al. (2006:67) suggested another reason to have a credible methodology for assessing economic impacts of events. They assert that many economic impact assessments are commissioned to legitimize political positions. They further add that procedures and methods are either ignored or applied incorrectly to obtain favourable results. Thus event impact assessments are and can be used to achieve various objectives. This also illustrates the need for decision-makers to be familiar with the principles used in the conducting of economic impact studies of events, because decision-makers may not be aware of the reasons why the results of various studies differ. This especially applies to the community, whose approval for many large events is sought by government officials. Standardised methods are needed to ensure that the result of an economic impact study of an event remains objective.

Events as a tool to achieve South Africa's National Imperatives: The South African government has introduced strategies and plans to achieve the objectives of reducing poverty and decreasing unemployment. Tourism is one way to assist in achieving these objectives. Events are a useful tool in attracting tourists. The need to assess the impacts of events is thus important. Tourism is an important economic sector in South Africa (S. A. Government:1996, S. A. Government:2012). This section shows that there are 3 broad areas in which tourism can have an impact. These areas have been identified in the Industrial Policy Action Plan 2011/12 - 2013/14 (IPAP2), Medium Term Strategic Framework 2009 - 2014 (MTSF) and the National Tourism Sector Strategy 2012 (NTSS) documents. These areas are employment, contribution to economic development and rural development. Tourism at a national and provincial level plays an important role in achieving these broad national objectives. In 2010 South Africa's New Growth Plan was approved and tourism is one of the 6 pillars of growth. The other pillars are infrastructure development, agriculture, mining, green economy and manufacturing. IPAP 2 is the second plan of this nature. This plan consolidates and builds on the progress made with IPAP 1(2011). The Department of Tourism is now one of the national departments that takes responsibilities for some actions and programmes of IPAP 2. The MTSF is a guide to planning and resource allocation across all spheres of government. The NTSS is a strategy by which the National Department of Tourism aims to achieve the objectives of job creation, increasing tourism's contribution to economy, promote accelerated growth in the tourism sector (2012). In the medium term, the Medium Term Strategic Framework (MTSF) 2009-2014 considers tourism as one of economic sectors that can meet the needs of South Africans and be competitive globally. Unemployment and inequality remain high and the MTSF has a target of halving unemployment and poverty by 2014. One of the ways the MTSF wants to achieve this target is to promote arts and culture, as well as sports to consolidate community and national pride, promote social values as well as economic development. As seen with the 1996 African Cup of Nations, the 1997 and 2007 rugby world cup, and the 2010 FIFA soccer world cup sport can and does bring about national pride.

Business and event tourism are highlighted as growth areas within the NTSS. The department recognised the importance of events to promote and stimulate domestic tourism. According to IPAP2, the key investment areas to ensure tourism growth are:

- Niche tourism development (this is where events can play an important role as can be seen in the destination competitiveness literature);
- Tourism export development and promotion;
- Airline pricing structure investigation.

The KZN Tourism Master Plan (TMP) recognizes the importance of events through one of the strategic thrusts that focuses on a strategy for business, sport, and events tourism (DEDT, 2012). One of the main objectives of the TMP is to improve the niche tourism market (DEDT, 2011).

Events can be used to assist in achieving the objectives of national government at a local level and thus the measuring of economic value or impact of an event for that area is vitally important.

2. Literature Review. In order to achieve these national imperatives the destination has to be competitive. Internationally, competition for tourist dollars is intense. Tourists can choose where to spend their money. Understanding how a destination can be competitive is important. Ritchie and Crouch (2000) indicated that a destination's competitiveness is wide and complex. They illustrated that, due to the increasing competitiveness and growth of tourism, destinations have begun to take competition very seriously. Competition among tourism destinations has also escalated in other growing travel and tourism sectors including business travel, gaming, resort areas, nature-based tourism, festivals and cultural tourism and major-events tourism (Ritchie and Crouch, 2000). Destination competitiveness, said Heath (2002), is linked to the ability of a destination to deliver goods and services that perform better than other destinations on those aspects of tourism experience considered important by tourists. He (2002) cited d'Hartserre (2000) who said that competitiveness is the ability of a destination to maintain its market position and share and/or to improve upon them through time. Some destinations have pursued the development of special events as a cornerstone of their competitive strategy (Crouch, 2007). Destinations have also pursued attracting events for their actual and potential contribution to tourism development and marketing (Henderson, Foo, Lim and Yip 2010). A number of destinations have developed sports event strategies. Events are an important part of a destination's competitiveness. The SWC that was held in South Africa in 2010 was an example of how an event attracted visitors. SAT, in their 2010 annual report, showed a marked increase in visitor arrivals to South Africa for the event (SAT, 2010). There are various objectives for evaluating events. For example, an objective can be to determine the impact of an event on community (Bob and Swart, 2009) or environment (Sport and Recreation, 2008). Economic impacts dominate the literature (Bohlmann and van Heerden, 2005, Dwyer, Forsyth and Spurr, 2006, Crompton, Lee and Shuster, 2001, Jackson et al., 2005, Tyrrell and Johnston, 2001), but researchers have begun to investigate the impact of events from a more holistic perspective (Centre for Tourism Research in Africa, 2007; Ntloko and Swart, 2008; Bob and Swart, 2009). When conducting economic impact studies, in many cases there is an objective to meet sponsors' goals, to improve the event, or to determine the worth of the event (Getz 2005).

Determining economic impact of an event on a region is but one way, and a very common way, of determining the impact of an event. Tyrrell & Johnston (2001) said that the validity of the economic impact results of events depends on a variety of

methodological issues. As indicated earlier, different objectives and methods provide different results. In his paper, Matheson (2006) shows that economic impacts are important for making decisions. These decisions include whether the event should be hosted again and whether the event had the desired outcomes. Economic impact studies attempt to measure what a designated economy would be missing had an event not occurred (DEAT, 2002), that is, what is the economic return going to be? These are the questions asked because it is usually public money that is used to host these large events. Baumann, Englehardt, Matheson, (2009:2) said that economic impact of an event can be measured by looking at visitors' spending and then applying a multiplier, or by using the payments to workers and suppliers to measure the indirect economic impacts. Allan, Dunlop and Swales (2007) suggested that there is a growing economic impact of small-scale sports events. These events differ from mega-events in the way they use the existing infrastructure, need less public fund support and they are run at times of the year in accordance with national and international requirements and not in line with tourism seasonality. Allan, Dunlop and Swales (2008) also indicated that there is not much research conducted on small-scale sports events or seasonal events. They attempted to determine the impact of the soccer season and the supporters of Celtic FC and Rangers FC have on the economy of Glasgow and Scotland. None of these types of research has yet been done for South Africa.

What existed before: TKZN have used a methodology that was not taking important aspects into consideration. One is including domestic respondents in calculations. Another is allowing respondents determine if they were locals or visitors to the defined area of impact, by asking the question "are you a local or visitor", instead of asking where do you live/come from and the researcher is able to determine if the respondent is a local or a visitor.

What is offered now: Researchers often differ on which methods and models to use when conducting an economic impact assessment. Jackson et al. (2005) said that it is difficult to perform comparisons between events, due to different objectives of the studies. Within all these different ways of conducting economic impacts of events there are certain criteria that are common. These are:

- Define area of impact;
- Measure spend;
- Define who is a visitor;
- Decide on the inclusion or exclusion of residents in the economic impact calculations.

One of the objectives of the study was to provide some sort of tools for local government officials to manage and the economic impact assessment process of their own local events. These tools are in the form of a excel spreadsheet which allows officials to enter basic information and the calculations will be done through the use of formulae that have already been inserted. There is also an MS Access based data capture form based on the questionnaire supplied. The questionnaire needs to be adjusted for the specific event being surveyed. However, the application of these criteria in the literature differs.

Define area of impact: Jackson et al. (2005) state that the regions of interest need to be closely defined. The smaller the region is, the larger the income from outside is. The DEAT Strategy (2002) cites Crompton (2006) who said that one of the reasons

why impact assessments are inaccurate is that they fail to define the area of impact accurately. Defining the area of impact has critical repercussions in that visitors and locals are defined, organiser spend can be added, leakages can be identified.

Measuring spend: Tyrrell and Johnston (2001) and Crompton (2006) say that an event must have a net impact. Crompton (*ibid*) adds that it is the return that residents receive, rather than only the proportion of the total return that filters back to local government. The event must generate more money from visitors than locals would have spent on event imported merchandise. Money is usually spent in all the phases of a trip, getting to an event and getting back home. This money is not necessarily spent in the area where the event is taking place. Without considering this the economic impact will be overestimated. Yu and Turco (2000) feel that it is important to measure the impact of the event on local business. They are of the view that, depending on the size of an event and the size of a region, the impact on local industries will differ. The impact of a regular season sports event will not have the same impact of a once-off mega event. This study used the food, beverage and accommodation spending indicate by respondents to determine the impact on local hospitality businesses.

Visitor Expenditure: Measuring visitor spending at an event is important in determining the economic impact of an event. Tyrrell and Johnston (2001) measure the impact of events by using the expenditure of spectators and sponsors. However, there is some disagreement about what type of visitor should be included or excluded. Yu and Turco (2000) said that it is a mistake to leave out visitors whose primary reason for visiting the area was not the event. These visitors would spend money on the event grounds and this should be considered as new money. They continue to say that spendings of visitors who extend their time (*casuals*) or plan their visit to coincide with the event (*time-switchers*) must be taken into account. Jackson et al. (2005) included visitors who would not have come to the region but for the event, visitors who made an extra trip to the region for the event, and those who extended their stay for the event. Crompton, Lee and Shuster (2001), on the other hand, excluded what they call "*time-switchers*" and "*casuals*". *Time-switchers* are those visitors who time their visit to the region to coincide with the event. Daniels (2004) and Crompton (2006) did not include the expenditure of visitors who indicated that the primary purpose for the visit was not the event. These visitors are termed *casuals*. *Casuals* are those who are already in the area and decided to attend the event. They indicated that *time-switchers* would have come to the city at another time and switched their visit to coincide with the event. Their spending therefore cannot be counted because that spend cannot be attributed to the event. That spending would have taken place anyway, just at a different time. They say that *casuals'* spending cannot be taken into account because the event is not the reason why they are in the area. Their money would have been spent in the area anyway. Bond (2008) cited Frechtling (2006), who said that future benefits of *time-switchers* cannot be guaranteed, whereas the benefits accruing from actual attendees at the event are tangible and it is therefore legitimate to include them in estimates of the economic impact of the event.

Residents' Expenditure: There is also a disagreement on the question if residents should be included in the economic impact calculation. Jackson et al. (2005), Yu & Turco (2000:139) and Tyrrell & Johnston (2001:95) agreed that it is important to include residents' spending at the event. Crompton et al. (2001:81) and Daniels

(2004) disagree, stating that local residents should be excluded as a source of expenditure. Dwyer, Forsyth and Spurr (2005) also did not include locals when estimating the economic impact of an event. Jackson et al. (2005) said that import replacement expenditure is from the residents who stay in the region rather than doing another activity outside the region. Allan, Dunlop and Swales (2007) in their study on soccer matches that included Rangers and Celtic football clubs, used residence as one of the variables to determine economic impact of spectators. They only measure spectators who come into an area where the soccer match is played. Bond (2008) asserted that the inclusion of locals attending an event has gained some acceptance in literature. Yu and Turco (2000) suggested that spending of residents also need to be taken into account. Their reasoning was that it is assumed that if residents had not spent money at an event, that money would have been spent elsewhere. However, if the event was a special one, residents may spend their money locally rather than outside the region. Yu and Turco called this "import substitution". Excluding this income may underestimate the impact. Greig and McQuaid (2003) only included the net spending of local residents. That is, money over and above what they would have normally spent.

Tested: 2 Super 14 rugby matches which were surveyed as case studies. One match was surveyed using the TKZN questionnaire and the second match was surveyed using a newly developed questionnaire. It also is desirable that the methodology used to survey such events is accessible and relatively easy to apply (Jackson et al., 2005). The target population of this study was all the spectators who attended the rugby matches on the 8th and 14th May 2010. A sample was selected using previous studies as a guide. In the TKZN surveys, a minimum of 200 respondents per event were interviewed. Two Super 14 rugby matches were surveyed, each having 200 respondents. The t-tests indicated significant differences between the 2 methodologies with regards to the variables "total spend" and "food and beverage spend". There was no significant difference between the 2 methodologies with regards to the variables "accommodation", "entertainment" and "souvenirs and other spend". With regards to the Sharks vs. Stormers match, the significance of the finding of section 4.1 is that there is a need to make sure that only the spending of visitors is used. However, in order to define who a visitor is, it is important to establish the area of impact. Further, the primary reason for being at the rugby is also important because although respondents may be visitors to the region including people whose primary reason for being at the event was not the match, their spending should be included in the calculation of the economic impact assessment. However, just 19% indicated that rugby was not the primary reason for being in Durban and that going to the rugby match was an additional activity. This underlines the importance of such events as drawing visitors to the region, thereby increasing the tourism-related spend in KZN.

Spectators' experience at an event is important as it provides the organisers with information to change the event in future. These responses contribute to the method that will assist decision makers to make choices and understand an event better. Determining if local residents should be included in the economic impact calculation is a point of debate. In order to include locals the expenditure is counted for who stay in the region rather than doing something else. This question determined if locals would have travelled out of the region for another match. Thus those who would have, their expenditure is included, because they would have spent money in Durban over

and above what they would have normally spent even if the event was not held. For the Sharks vs. Western Force match the TKZN questionnaire was used. This questionnaire did not take any of the literature into account. This is the current questionnaire that was being used by TKZN when conducting economic impact assessments.

3. Conclusion. Calculating the of economic impacts of events does not necessarily need be complicated, especially for small towns and cities in developing countries. The skills and knowledge needed to implement and conduct economic impact assessments that are suggested in the literature is not always available. Also the funds needed to procure the skills through consultants are not always available as well. This toolkit will provide an opportunity for officials to improve their skill to save money. However, there are advantages and disadvantages of the toolkit.

Disadvantages: Not for mega events. Mega events such as the FIFA Soccer World Cup and the Olympic Games are much more complicated, thus making the assessment of economic impacts also complicated. Issues such as crowding out, substitution and heightened leakages are expected to occur with mega-events. However, with smaller local events these issues do not exist or are much smaller and thus easier to determine. It does not take organisers and local business income spending into consideration. Local business income would be estimated from the expenditure questions found in the survey questionnaire. Organisers' spending, especially in smaller cities and towns, consists of significant leakage. Services and equipment are sometimes secured from providers outside the area of impact. Interviews with organisers can be used to determine what percentage of their budget was spent within the defined area of impact.

Advantages: Studies that use the toolkit will be comparable with each other. Therefore, officials can confidently say if the event has improved over the previous year or not, thus making easier to ask for public funds in the future. The toolkit is easy to implement as the officials will use the tools provided. The most important part of the process is the fieldwork. The information captured will determine the quality of the results. Therefore, understanding of the methodology and terms used is vitally important. A minimal amount of training will be needed to familiarise the officials with the toolkit. The training will consist the basics of conducting fieldwork, how to capture the data and to extract the relevant information from the database. There will be no need to use expensive database systems such as SPSS. MS Access is provided within the Microsoft software suite packages.

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