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Págs. Artigos curtos

1	The impacts of sports events at tourist destination level Miguel Moital
6	Economic impact of sporting events - evaluation criteria and indicators of interest in the case of Madeira António M. Almeida
11	Economic Impact of the Swimming National Championship at Funchal 2018 Pedro Guedes de Carvalho
13	Sport tourism and destination planning Josep-Francesc Valls, Luís Mota, Mara Franco
19	Evaluation indicators of the socio-sport impact of the national swimming championship Jorge Soares
23	Indicadores e impactos do <i>Madeira Island Ultra Trail</i> Justino Nóbrega
26	O Papel político e jurídico do Estado na organização de eventos desportivos Alexandre Miguel Mestre
29	Políticas públicas e eventos desportivos: O caso dos eventos da Federação Portuguesa de Natação organizados na Madeira António José Silva

The impacts of sports events at tourist destination level

Miguel Moital^{1*}

SHORT PAPER

INTRODUCTION

It is well known that sports events have the ability to generate a diverse set of impacts upon the place where they are staged and historically much of the focus has been on the tourism and economic impacts of sports events. Models such as those by Ferrari and Adamo (2006) and number Chalip (2004) reflected this focus, with the former dividing impacts into tangible and intangible, and the latter into event visitors & trade and media impacts.. The triple bottom line approach (Andersson, Armbrrecht, & Lundberg, 2016; O'Brien & Chalip, 2007) brought to the discussion the need to examine the less short-term, economic impacts in the form of social and environmental impacts. The notion of legacy which is also used to examine event impacts further highlights the need to focus on non-economic, long-term effects of events (Preuss, 2007).

Robertson and Wardrop (2012) developed a model representing six areas of impacts that underpin the reasons why governments should have an interest in events. Besides the aforementioned tourism and economic impacts, the model includes four additional areas of impact: quality of life, place and identity, culture and social capital. These represent areas of concern to governments and events can be used to respond to a great number of local, regional and national strategy priorities and their related policy objectives. Therefore, they can also be seen as reasons for governments to consider supporting sports events. Bearing in mind this context, the purpose of the paper is to reflect on a number of issues related to evaluating the impacts of sports events at tourist destination level. This article will first review a number of challenges related to evaluating outcomes of sports events, followed by a more detailed

examination of one type of impact - social capital and more specifically collaborative capacity. The paper will conclude with a number of strategic directions for sports events in Madeira Island.

EVALUATION OF SPORTS EVENT OUTCOMES

Evaluating the outcomes of sports events brings a of challenges (Brown, Getz, Pettersson, & Wallstam, 2015), which can be broadly classified into outcome selection, benchmark definition and measurement challenges:

- *Outcome selection:* When selecting outcomes, research should consider the variety and quantity of outcomes to focus on, with decisions largely based on the range of expected outcomes and resources available to measure them. Political influences often are deciding factor in selecting outcomes.
- *Benchmark definition:* Next, research needs to consider what the outcome benchmarks are going to be. This involves addressing two questions: what is success and the timing of measurement. With regards to the former, objectives should be realistic, which could be challenging since governments and event promoters often try to optimistically estimate those impacts to make the case for the support they are giving to (seeking for) the sports event. The timing of measurement is critical because many effects are not felt until after the event has finished, and sometimes the outcomes will continue to exist for many years.
- *Outcome measurement:* Many outcomes are subjective and therefore they are harder to measure. In addition, while a single input (one sports event) may not result in noticeable differences, a number of inputs together may lead to meaningful outcomes. This makes it difficult to associate outcomes

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with specific interventions (events). Moreover, measuring sports events outcomes is resource intensive due to the time, effort and knowledge required to assess them.

The traditional focus on the more easily measured, shorter impacts (economic and tourism impacts) results from a combination of these issues: the effects are fairly immediate, it is easier to associate outcomes with the event, there are tested methods to measure them, they are objective, they do not require substantial resources (a survey at the event venue or accommodation is often enough) and they are often the most valuable to political stakeholders.

SOCIAL CAPITAL AND COLLABORATIVE CAPACITY

The notion of social capital, which is of interest to those engaged in impact assessment, is related to the fact that social relationships are the basis to attain personal targets, and that effective networks within communities require high levels of trust and mutual support (Lang & Roessl, 2011). Sports events are seen as tools for developing social relationships through the participation, involvement and association they entail. A variety of organisations and individuals involved, from the private, public and third sector, as well as residents and customers, allow many of those linked to the organisation of sports

events to bond with people who are similar (bonding), to link an individual to different types of people (bridging) and connect people through different relations and hierarchies of power (linking) (Robertson & Wardrop, 2012).

One of the elements within social capital is related to the development of collaborative capacity. Collaboration refers to “an interactive process among individuals and organisations with diverse expertise and resources, joining together to devise and execute plans for common goals as well as to generate solutions for complex problems” (Gronski & Pigg, 2000, p. 783). Community capacity, in turn, is defined as the “possession of capabilities (traits, resources and associations) for collective action required to successfully identify local problems and their solutions” (Wendel et al., 2009, p. 278), therefore requiring strong levels of collaboration - hence the term collaborative capacity. The relationship between sports events and collaborative capacity can be established at two levels: events as a means for achieving community development since a certain level of collaborative capacity is required to hold them; and events as an end, given that events are a mechanism for developing collaborative capacity (Wendel et al, 2009). Table 1 provides examples of sports events’ potential role in enhancing collaborative capacity and is an adaptation of Schulenkorf’s (2012) work.

Table 1

Examples of sports events’ potential role in enhancing collaborative capacity Source: Adapted from Schulenkorf (2012)

Dimension of capacity	Definition	Examples of how sports events may enhance dimension of capacity
Level of skills and resources	Development of and access to skills within the community	<ul style="list-style-type: none"> • Development of sports facilities • Development of sports skills • Development of volunteer skills;
Nature of social relations	Sense of community; social capital	<ul style="list-style-type: none"> • Positive social interactions among participants, volunteers, and spectators; • Mechanism to build community social capital
Structures & mechanisms for community dialogue	Social and inter-organizational networks	<ul style="list-style-type: none"> • Inter-organisational community partnerships developed to promote sporting events
Leadership	Sustainable community leadership and leadership development	<ul style="list-style-type: none"> • Leadership development among participants and volunteers;
Learning culture	Ability to critically reflect on shared experiences	<ul style="list-style-type: none"> • Development of processes for reflection & feedback from multiple stakeholders • ‘Evaluation for improvement’ of sports events

LONDON 2012 AND THE FESTIVAL MAKERS INITIATIVE

An example of social capital and collaborative capacity is given by the Festival Makers initiative led by Dr. Debbie Sadd, Senior Academic at Bournemouth University. The initiative involved the development of a volunteering programme to support some of the major events held in Bournemouth, a town in the south west of England. The initiative was a collaboration between Bournemouth Borough Council and Bournemouth University and the programme was developed to manage the entire set of activities required to successfully manage volunteers, including planning and implementation, application and recruitment, selection and interviews and measurement of outcomes and legacies.

The idea of developing the volunteering programme benefited from previous joint activities between Dr. Sadd, the University and the Council. Therefore, there was a good level of social capital and collaborative capacity within the destination that facilitated the initiative. The main catalyst was Dr. Sadd's volunteering at the 2012 Olympic Games in London, which raised the idea of creating a specific programme to support to Bournemouth's main events: The Wheels Festival and the Air Festival. By 2014, the two events were attracting nearly 1.5 million visitors, and it was felt that volunteering should be dealt with in a more strategic way. For the University and the lead academic, developing the programme was an opportunity to further develop social capital and collaborative capacity, whilst at the same time developing a programme that our students could become volunteers in and gain an insider's perspective of the running on the scheme. Relationships were developed to deliver the programmes efficiently and effectively, notably with local volunteers and the marketing and events department of the Bournemouth Borough Council.

Since the inception of the programme, the accumulated social capital has been employed to develop a number of activities around volunteering. In 2016 Dr. Sadd developed and implemented 'Farnborough Flyers', the volunteer

programme of one of the largest airshows in the world - Farnborough airshow. The experience provided the opportunity to further develop the team's social capital and collaborative capacity, this time with stakeholders outside the immediate geographical influence of the University. In 2015 Dr. Sadd was selected by the British Council to travel to Tokyo as a keynote speaker at the 'Sharing Experiences from London 2012' Symposium. A representative of a local university then contacted Dr. Sadd with a view to developing a collaboration aimed at training volunteers to build volunteer legacy from the Tokyo 2020 games. This collaboration was implemented and Dr. Sadd has now travelled to Japan to train students and volunteer coordinators in Tokyo. Due to the collaboration, there are ongoing discussions about a possible institutional agreement between Bournemouth University and its Japanese counterpart, which is expected to lead to mutually beneficial initiatives. The development of volunteering knowledge and skills at Bournemouth University has also had profound impacts on student volunteering. For example, sport management courses now embed volunteering in a formal way, and events management students are highly encouraged to volunteer in order to obtain valuable employability skills, such as those related to planning activities, interpersonal interaction and dealing with conflict.

The above demonstrates some of the issues raised earlier in this paper. First, some of the impacts of events continue to take place over a long period of time, accumulating over time. One can argue that all the social capital raising activities that have happened since 2014 are an impact of the 2012 Olympics. The second is related to subjective measurement: how can these impacts be measured? One reason they are often not measured is because the task is quite difficult. The resources required to carry out a study measuring these more long-term impacts are often not available, because in the minds of those who could provide the funds the event happened a long time ago and there are more current issues to deal with. Given the geographical spread of the collaborative capacity

activity and the vast number of people affected, there are also logistical challenges affecting the ability to capture the entire social capital effects of Dr. Sadd's participation as a volunteer in the London Olympics. At the same time, the example demonstrated the potential that events have in enhancing collaborative capacity presented in Table 1, notably in terms of developing volunteer skills and leadership.

STRATEGIC DIRECTIONS FOR SPORTS EVENTS IN MADEIRA

One important element to consider when designing a strategy for sports events refers to the types of events that are going to be prioritized. The choice of type of sports event should reflect first and foremost the intended impacts. From a strategic perspective, the region can create new sports events, grow existing events, or import events. While the market for sports event is crowded, there are opportunities to develop new event concepts through creativity. Many landmark events start small and through a long-term view are nurtured to grow over time to produce more and better outcomes. Islands like Madeira Island should look at the entire portfolio of sports events, notably the small, community-based ones, and assess the viability of growing them with a view to support attainment of the desired outcomes. Importing existing events provides opportunities for the quick realisation of maximum benefits, bringing skills and expertise that may not be available on the island and acting as a catalyst for change.

The decision about what events to develop should also consider local sport development issues. Events with substantial current levels of participation, or with potential to achieve this, should be prioritised to maximise sport development outcomes. An assessment of major trends in sport (or emerging sports formats) should also be undertaken, notably those upcoming sports that are popular with younger generations, many of which take place in natural settings, thus building on the characteristics of Madeira. Madeira has quickly developed a successful ultra-trial event, and events around off-road triathlons, adventure racing, mountain biking, paddling and climbing could also be

developed to tackle the growth in participation in these sports. Other sporting areas of growth where Madeira can grow, perhaps through events, are scuba diving, snorkelling, levada walking and canyoning.

It is important to note that research has found a link between specialisation (how good at the sport people are and how involved they are in a sport) and travelling to attend events celebrating that sport (Santos-Lewis & Moital, 2013). Hence, development activity should focus on those sports where the number of sportsmen taking the sports seriously is growing. Due to links to social class, disposable income and the characteristics of the sport, the propensity to travel is likely to be stronger in some sports and therefore this consideration should also be examined.

In terms of product development, it is important to bear in mind that attending sports events may not be only about the sport. Some segments, in particular younger, millennial segments, are also motivated by the opportunities to socialise and to enjoy a fun day out. For example, it has been recently suggested that a good experience at the horse racing events involves the opportunity to dress up, drink and socialise (Race Course Association, 2018). Another example is Bournemouth 7s festival, a two-day event in May mixing sports and music, created in 2008. Built on the sport component, whereby competitions around rugby, netball, hockey, dodgeball, ultimate frisbee and volleyball involve over 5000 sports people, the organisers added a strong music component. The entertainment component means that an additional 6000 partners and friends also attend the event. As a consequence of these two examples, it is important for authorities and event organisers to consider mixing sport and non-sport components when designing events on the island.

FINAL THOUGHTS

This paper sought to reflect on a number of issues related to evaluating the impacts of sports events at tourist destination level. It started by highlighting some of the key issues related to maximising the impacts of sports events. The paper argued that it is important to examine the

effects of sports events and that impact assessments should be extended non-short-term/economic impacts, such as collaborative capacity, an example of social capital. The example of a British academic who developed a volunteering programme after participating in the London Olympics as a volunteer was employed to illustrate some of the issues related to measuring social capital impacts. Sports events evaluations should consider both the positive and negative impacts over 'regular tourism' (which provides sustainable income) and the local population (such as disruption of daily life patterns). The paper concluded with some reflections about future strategic directions with regards to a sports event strategy for the island, including the types of events and some recent trends in sports event product development. Developing sports event tourism should build on the natural, built and human characteristics of Madeira. In particular, Madeira's excellent natural environment can be used as a setting for many types of sports events. Its characteristics provide a good basis for the development of innovative events while providing a different setting for existing types of events, such as the Ultra-Trail.

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Economic impact of sporting events - evaluation criteria and indicators of interest in the case of Madeira

António M. Almeida^{1*}

SHORT PAPER

INTRODUCTION

Destinations around the world are increasingly investing in sporting events in order to attain a number of economic, socio-cultural and political aims. Politicians and policy-makers are under constantly increasing pressure to increase the number of events by creating from scratch new ones or by bidding to host large scale ones (Getz, 2008), because sport events are conceptualised as strategic tools leading to higher levels of economic activity, employment and tourists. Economic impacts “have become central to the rhetoric and practice of event bid committees” (Thomson, Cuskelly, Toohey, Kennelly, Burton, & Fredline, 2018). There are several reasons behind the current drive to bid for sporting events, include infrastructure revitalization in degraded urban areas, community involvement and pride, expectations of stronger economic growth over the medium term and better electoral results. Event bidding processes aiming at larger events tend to follow predominantly an economic and touristic agenda because it will be very much easier to persuade voters to ratify it. However, the evidence available suggests that smaller events might lead to significant positive effects, which is not always the case with larger events. The former may lead to highly negative impacts, in terms of public debt and social and environmental negative impacts. Whatever the case, public funding being made available to support events and bidding processes must be justified on grounds of economic rationality and long-term objectives. For that reason economic impact studies of sporting events are becoming commonplace. In this abstract we will consider the following issues. What are the most important criteria and

variables employed to evaluate the economic impacts of the organization of sports events in the Madeira Autonomous Region (MAR)? Which criteria should be taken into account in public policies for sports events organization? Is there any relation between participation or visit in the context of a sporting event and the possibility of revisiting the island (MAR) as a tourist? What are the profile of the sport events that bring more benefits for the economy as a whole? In the following paragraphs, we will now take a brief look at each of these questions.

ECONOMIC IMPACT OF SPORTING EVENTS - EVALUATION CRITERIA AND INDICATORS

Economic impacts studies are rather the norm in the field of large-scale events. Such studies are increasingly required by policy makers writing down bidding documents containing proposals to host large events owing to issues of accountability, transparency and risk assessment cannot be overlooked anymore. A number of methods are available. Taks, Kesenne, Chalip and Green (2011) provide a detailed analysis of the standard economic impact analysis (EIA) and of the alternative method of cost-benefit analysis (CBA). Other methods include multiplier analysis, input-output modelling, and computable general equilibrium (CGE) modelling. When considering such methods, there are several relevant constraints to be taken into account. Barajas, Coates and Sanchez-Fernandez (2016, p. 124) refer aspects such as “misinterpretations and miscalculations” that may lead to spurious results (Baade and Matheson, 2006; Barget & Gouguet, 2011; Késenne, 1999; Taks, Kesenne, Chalip and Green, 2011). For example, carrying out surveys in outdoors is problematic for a number of

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reasons (Barajas, Coates & Sanchez-Fernandez, 2016), namely practical difficulties in assessing accurately the number of participants and attendees. Another sort of bias lies in the overwhelming majority of published studies refers to analysis commissioned by the local governments. As observed by McFarland (2017, p. 2), governments “of course, want all of these numbers to be very high, as it shows their direct spending was done very efficiently and effectively, significantly helping their community and people”. Consequently, consultants and firms carrying out the studies share a common interest in inflating figures in order to match the contracting entity needs. A number of other issues emerge when attempting to measure the sources of cash flows. For instance, Preuss, Könecke and Schütte (2010) consider that the event organizers should only consider money spent by visiting attendee’s staying in the host community. The authors consider that for the whole year, the amount of money spent by local attending sporting events abroad (negative cash flow) should be subtracted from the previous amount. For all these reasons, independent studies carried out by third parties such as universities should be the standard procedure in this field, but such studies are relatively rare.

The most common criteria and variables that are used to evaluate the economic impacts of the organization of sports events in the MAR are mainly economic and touristic in nature. The “commercial realities” always prevail in the public event discourse (Antchak, 2017). Newspaper reports and remarks by senior policy makers suggests that the number of participants from abroad, plus the number of extra number of nights and changes in the occupancy rate, are the most factors in determining the overall rate of success of the event. Such measures are readily available from official statistics and are easily understood by the average citizen. Local authorities in a number of regions adopt such an approach in increasing numbers. According to McFarland (2017) economic studies are mainly focused on indicators such as the total economic impact defined as “all the economic activity generated as a result of the event”, and indirect/induced spending plus the number of

direct and indirect jobs created. Studies commissioned by local governments or sporting event organizers outnumber by far those ones carried out by independent entities. When reading such studies, the reader must be aware of the “self-serving government bias” (McFarland, 2017) commonly found in the published studies and reports.

In terms of the criteria that should be taken into account in public policies for sports events, it is worth of consideration to consider a number of factors. Several authors assert that economic reasons, with the exclusions of other aspects, are insufficient to fully justify public funding for bidding process. Economic impact studies measure the economic value of an event in terms of expenditures and revenue, creation of employment and self-employment, attraction of extra number of visitors, media exposure and increased levels of attractiveness. In recent years, the scope of the economic assessment of major events has become more comprehensive and detailed. As observed above, the exact calculation of the final amount of expenditure is rather difficult, with a number of leakages to be taken into account. Dwyer, Forsyth and Dwyer (2010) characterized and described seven categories of expenditure by relevant segments of direct and indirect participants ranging from “event visitors, attendees, and local residents”. For that reason, the total amount of expenditure includes, among others, the loss of revenue relating to residents leaving the area, expenditure incurred by ‘casuals’ and by ‘time switchers’, plus retained expenditure and expenditure diversion. The calculation of new money introduced by holding a major event is crucial in the estimation of the economic impacts, and efforts are needed to further improve the estimation of event tourism expenditure.

Early studies reported mainly the “net financial impact” (Li & Jago, 2013, p. 592), defined as “the difference between event revenue largely from ticket sales and expenditure on operations and on building venues”. The methodological difficulties of this approach were briefly mentioned above. In most recent years, local authorities have begun to recognise the political and economic importance of supporting

sporting events based on long-term economic considerations. According to Li and Jago (2013) hosting a major event can benefit the region in the medium-long term via enhanced image and attractiveness followed by extra numbers of visitors in the near future (induced tourism) (Jago, Chalip, Brown, Mules & Ali, 2003; Macfarlane & Jago, 2009). Other advantages relate to the development of synergies and complementarities, community pride, political power and regeneration of urban areas. For all these reasons, events are perceived as a boosting strategy in terms of tourism and economic development in many countries.

The evidence available suggests that repeat visits account for a large proportion of the number of visits at any time in Madeira. Satisfaction studies on events' attendees conducted by the Tourism Observatory indicates that the number of repeat visits ranges from 40-50%. Based on data covering six different cultural events staged through the year, it can be suggested a sizeable number of attendees are repeat visitors. Loyalty and repeat attendance are a central concern of the sporting events organizers, because higher levels of spectator repeat attendance lead to a stable source of attendees and revenues. Repeat attendance is essential to achieve financial sustainability and a strong reputation in the event's market. Based on profitability concerns, most organization attempt to collect data on spectators' profiles and behaviour, in order to identify critical factors of success (Clemes, Brush & Collins, 2011). Developing loyalty offers ground to maintain a competitive edge, because loyal spectators exhibit higher levels of satisfaction, a more positive attitude towards the event and the destination and greater willingness to recommend the event. Akhoondnejad (2018) links higher levels of spectators' loyalty to a higher probability of re-attending the event. Loyalty relates to positive attitudes towards the destination and to cost-effectiveness, (if we compare the unit advertising cost of attracting a repeat visitor with that of newcomers). Loyal spectators are less price sensitivity and less sensitive to "service errors". Larson and Steinman (2009) refer that loyal spectators are

instrumental in persuading others to participate. Loyally measured by spectator's willingness to recommend and likelihood of return was found to be related to satisfaction. Undoubtedly, the best way of ensuring loyalty is to offer high levels of service quality. Alexandris, Theodorakis, Kaplanidou and Papadimitriou (2017), based on a sample of 368 runners participating in an International marathon indicated that a service quality measure by service environment and outcome impacted significantly event loyalty. The authors also shown that running involvement played a moderating role in the relationship between event quality and event loyalty. In this regard, it is important to consider that highly involved runners are in the minority in most running marathons. Most runners in marathons taking place in urban environments are leisure oriented. Event organizers are required to take into consideration simultaneously the needs and expectations of both segments to increase satisfaction, word of mouth and loyalty.

Economic impact studies must be intertwined with satisfaction studies in order to identify key weakness and major strengths as well as impact assessments and statistical calculations to identify correlation among variables.

With regard to the issue of the best type of sport events in terms of benefits for the economy as a whole, the literature almost unanimously advocated the emphasis on small-scale events. Ziakas (2014) observes that it is "often overlooked that the sustainability of benefits derived from one-off mega-events is inherently limited because of their one-time temporal character". Mega events demand huge amounts of investment and construction of facilities can turn into huge losses with long term negative consequences for the hosting community whether as a debt or unmanageable maintenance and service costs. The best approach lies in blending and mixing smaller scale events with cultural and civic events in order to use the limited resources available to bring about the highest possible level of long-term benefits for the hosting community. Policy makers, community leaders and sporting organizations have been pressed to adopt an event portfolio

agenda in order to manage an increasing number of separate events. According to Clark and Misener (2015, p. 13) an event portfolio is akin to a “holistic tool” capable of “articulating the strategic connection of events in the city for broader civic outcomes”. Still quoting Clark and Misener (2015, p. 13) an event portfolio in its essence, “a series of interrelated events in terms of resources, theming, and markets, which are strategically positioned on the basis of their operational and thematic relatedness”. An event portfolio intends to “achieve more benefits than the sum generated individually” (Pereira et al, 2015, p. 30). While it is not easy to adopt an event portfolio approach in a destination lacking a networking and collaborative culture, hosting events through the year offers an opportunity to develop a new mind-set based on collaborative networks, ex ante evaluations, stakeholders' consultation and identification of market opportunities to enhance the destination image abroad.

The evidence available for Madeira suggests that figures on the number of attendees and direct economic impacts tend to predominate. The Observatory of Tourism hosted by the University of Madeira have been able to record data on festival attendees' satisfaction and spending behaviour since 2016, which allow for a series of data over a sufficient representative period. At present, there isn't another similar data collection process underway.

CONCLUSIONS

Sporting events are “vibrant element of human and community life” (Hjalager and Kwiatkowski, 2017) and an avenue to city “distinguish itself in a crowded events marketplace (Todd, Leask & Ensor, 2017, p. 11). The literature and the practice include a growing number of measures and analysis over and above standard economic measures. However, for the time being, traditional economic analysis will tend to dominate owing to concerns of accountability, transparency and evidence-based policy-making. Which is not to say that managerial approaches founded on well-established strands of literature such studies on event portfolios should be overlooked. In most

instances, cities and regions manage such a wide range of events through the year that more must be done to render such events effective in promoting the cities and regions economic fortunes in a strategic way. Not every event, even if the activity actually performs well in financial terms, must be supported with public funds. What is more important is to ensure that each event adds to the portfolio of events in a manner that the whole (the portfolio of sporting events) is greater than the sum of the parts (each one of the sporting events under analysis).

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Economic Impact of the Swimming National Championship at Funchal 2018

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SHORT PAPER

To evaluate the economic impact of a national swimming competition organized at Madeira Island, city of Funchal, we used a methodological framework rooted on Preuss model (Preuss, 2015). However, we improved it through new features we learned from lessons of practical applications in several sports (rally, football, ice hockey and canoeing).

Macroeconomic studies usually focus the analysis on employment (variation), income (production) and efficient allocation of resources (multiplier effects). In applied studies it is difficult to find the first two indicators because events are not permanent, which make it impossible to find annual and permanent macro indicators. For that reasons we just developed a multiplier effect approach for these events.

The Satellite National Accounts for Sports in Portugal (SNAS) (INE, 2016) were first time launched in 2016 and tells us about part of these indicators at the aggregate level for three years. These Accounts will not be repeated every year because they require a hard word collecting and analyzing data. As a first attempt to get some indicators idea, SNAS was an important mark for Portuguese sports: now we know that Portuguese sports represent 2% of the national value added; 1.4% of employment (full time equivalent) of the Portuguese economy and that average salary in sports exceeded in 5% the national average, achieving an economic dimension similar to other sectors as metal mechanics, informatics, clothing, architecture and engineering and equivalent.

Thinking further, we felt we had to deepen our understanding of sport event impacts (either small or median scale) to get a more qualitative insight and understanding about consumption

behavior of all types of people involved in sport events.

Last year, challenged by the Portuguese Swimming Federation (FPN), we start developing an improved framework constructed to achieve this goal (Carvalho, Matos, & Silva, 2018: vol. 9) and (Matos & Carvalho, 2017). The main objective would be to link the expenses amounts to sociodemographic characteristics and pattern behavior per sport discipline: age, gender, nationality, education, geographic origin, job and travelling group. We did so for 9 different aquatic competitions occurred in Portuguese mainland (swimming, artistic, polo, open waters at the local and national levels in different ages).

In Madeira national championships we collected more data about attendance concerning the touristic sector and devising some possible business potential opportunities for local organizers and government in the future and also to prescribe some policy measures for sport policies leveraging regional development.

Saying this we used a mixed methodology based on the improved reconstruction of different type of former surveys and applied (N=627), from which to public attendance (41,6%) athletes and coaches (52,5%), delegates, local and national organizers (5,9%). Skipping the sociodemographic piece of those surveys and focusing on the economic criteria and indicators we used national federation investment and other subsidies, participants expenditure in transport, accommodation, food, souvenirs and sport equipment. Considering the total amount sample information provided by all the participant cohorts – public, athletes, coaches, delegates – we could calculate a daily basis for global expenditure, which multiplied for the

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number of people registered as participants will provide the total expenditure directly related to 4-day's competition.

As a global result we got a total investment from the organization around the 197.431 €, another 776.958€ from the delegations and a 1.057.896 € from the attendance. All in sum we can understand that from the global direct impact of 2.032.285 €, for each euro the organizers invested the multiplier effect is 9. This organizing investment effort was divided between the national federation (66%) and local public institutions (33%).

As for the connection between the event and island tourism there is a strong relationship because only 4.5% of the interviewed confirm they do not intend to come again. Adding this, we also found that 62% of the inquired were in the region for the first time, due to the event, and 73% of all the interviewed intend to be back with their families and friends.

Only considering the number of visitors for the competition and taking their expenses during the 4-5 days we come up to a number of 722.400€, which related with the local institutions' investment of 65.225,82 € gives us a good multiplier effect of 11,075.

Summing up we think these results constitute a great incentive for regional government to design their sport policy. Based upon the multiplicity of the effects that sports can bring to the region, namely on its important sector of activities linked with tourism and the role model for other sports the islands want to promote. If the government focus on the island image and service quality, there is a lot to do with and for

local population in training and education systems, transports and urban services, health and new recovering centers, to achieve good employment standards.

Sport is one of the best activities to reach a huge majority of other economic sectors. To fulfill all these goals, we obviously need to replicate a number of these studies across several sports and competitions, which will allow us to find specific trends for each type of sport discipline. We are aware that we cannot conclude if one certain sport is (economically) better than another, while we do not have the consumption profile for different sports consumers and competition levels, e.g., the conclusions could be rather diverse from swimming to aquatic polo, from swimming or sailing, from national to European competitions.

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Sport tourism and destination planning

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SHORT PAPER

INTRODUCTION

The globalization of the economy has placed sports tourism in the most relevant contemporary mass phenomenon. The events and the practice of sports amalgamate the show, the industry and marketing. In one hand, there are spectators of sports events in the stadiums, those who watch them either at home or in public places, the video game fans, in the other hand, there are practitioners of the different activities, and those who travel to places where they are celebrated, or sport events have elapsed. Finally, they are shaping a new culture of healthy living, a new model of playful life and community living: active citizenship (Sport England, 1999), generating numerous businesses. Sport has become a

determining factor in the offer of tourist destinations. This facilitates the differentiation and at the same time be more competitive in the international framework.

In the middle of the digital revolution, innovation has reached this growing sector, applying Big Data and algorithms to customer analysis; to urbanism and the design of the facilities where tests are carried out; to infrastructures, services and materials; to training, food and nutritional products of athletes, to health and rehabilitation; to the organization and management of events; to services, channels, media and video games; and to the analysis of the profitability generated by these events.

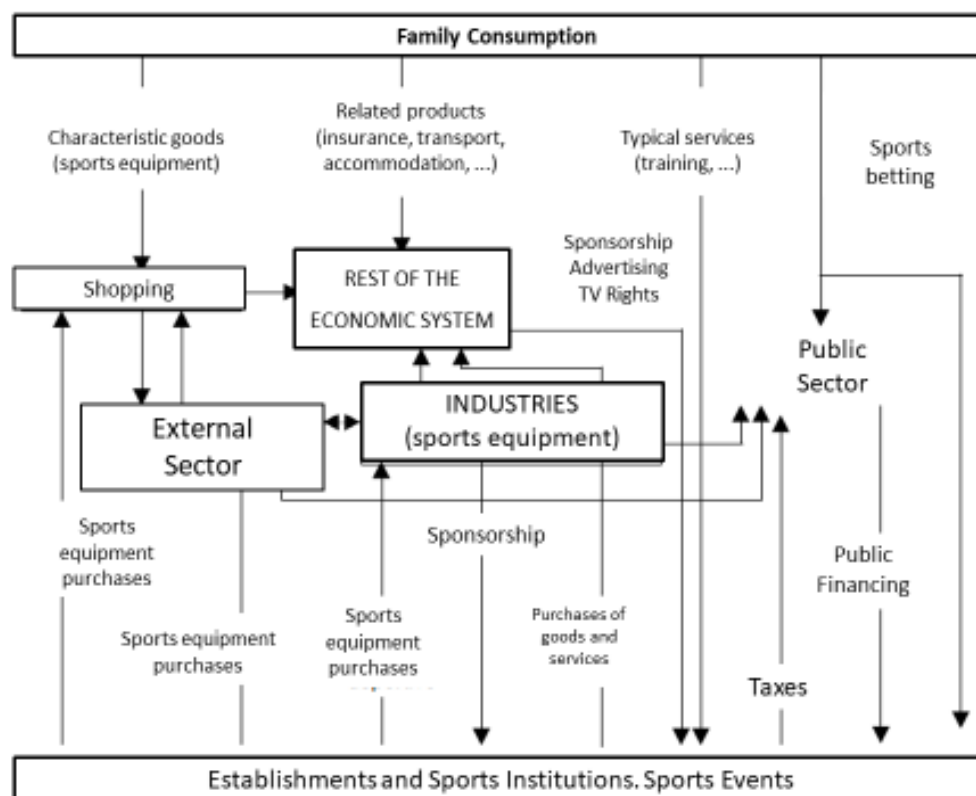


Figure 1. Flows generated by sports activities. Source: adapted from Pedrosa, Salvador, 2003

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In this way, it has become one of the main drivers of destinations' economic development, contributing to increasing the percentage of tourists and becoming a determinant element of the brand image of the destination. The multiplier effect of sport reaches 1.22% in the EU countries, accounting for 1.76% of the EU Gross Value Added (GVA) comparable to agriculture, forestry and fisheries combined, and representing 2.12% of the total employment of the Union (EU, 2014).

This trend already accounts for 25% of the income of the tourism sector worldwide. In the United States, the 46.5 billion dollars that sport managed in 2005, it almost doubled in 2017, (Witmann, 2018). In Spain, in 2016, 10.1 million

foreign tourists traveled to this country for sport reasons, spending an average of 1.194 euros, 22.5% more than ten years ago (Egatur, 2017).

The spectacle, participation and nostalgia sport events-subsequent visits generate flows of all kinds, namely the consumer goods-sports equipment, tickets, fees, travel, accommodation and stay, visits to the city, and other type of services. They are related to the event organization, clinics, high performance centers, sports betting, and sponsorships, advertising and TV rights (Pedrosa, 2003). Furthermore, the revenue generated by attending to such events, is a contribution to the tax framework, pays for building and maintaining stadiums and the organization itself.

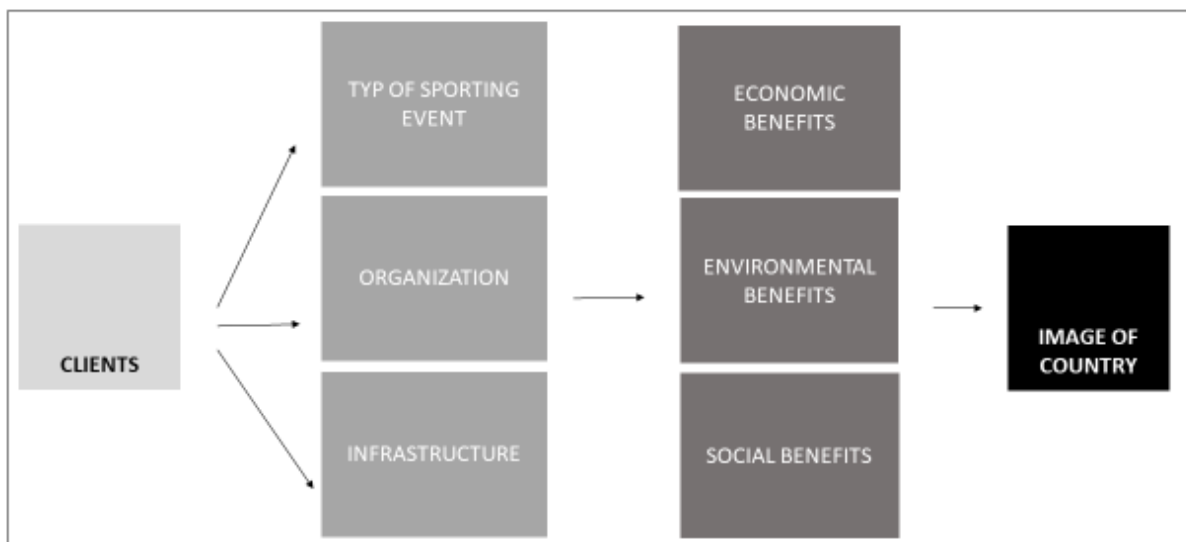


Figure 2. Sport Tourism at the service of a destination

RESULTS

Between 2014 and 2017, the number of Europeans who say they never practice sports went from 42 to 46%, a negative trend occurring since 2009 (European Commission, 2018).

However, in the last Eurobarometer, some minor changes to worse. Remains highly sustained, being the countries exporting tourists and the athletes dedicate more time and economical resources (European Commission, 2018). In addition, remarkable results are expected in the medium and long term, being favorable to sports practice because of transnational initiatives that are being carried out

under community impulse (European Commission, 2018).

As benchmarking, it must be affirmed that the flow of tourists increases in search of places to practice sports. In the case of Spain, one of the tourism leading countries of the world market, 10.6 million foreign tourists practiced some sport during their stay in Spain, generating an expense of 114 euros a day. That means 1.207 euros spent per person during their total stay, 69 euros less than the average located at 1.138 euros (Egatur, 2018). The preferred activities were hiking, mountaineering, water sports, golf and popular marathons.

We distinguish six segments of sport tourism customers (Newland & Aicher, 2018):

1. Attendees to live shows and in person to any type of sporting event, from the world soccer championships or any other specialty of any category, to the most minor tournament
2. Those who follow the celebration of events through the television - at home, in the club or in any establishment ad hoc, radio broadcasting, written media, and streaming
3. Videogame players, at home
4. Athletes who perform at an event individually, professionally or amateurly.
5. Athletes who participate in an event collectively as a club
6. Travelers who visit the places where an event was held in both the first and second groups.

Sport events can have large dimensions (Olympic Games, world championships, World Police and Firefighting Games, etc., Formule-1, etc.) moving thousands of people; medium-sized, mobilizing hundreds of people, and small-sized ones, whose proportion is quite minor.

Identifying the target, among European practitioners it is found that:

- The market remains constant, very similar to the last ten years, but the practice of sports increases. In addition, we expect spectacular results in the medium and long term favorable to it, thanks to the EU guidelines. The target countries are still the Scandinavians, Portugal, Switzerland, Germany and, despite the decline in activity, Spain and Austria
- The daily expenditure of sport tourism is higher than the average spending of holiday tourists in a percentage close to 6%
- The segments for Madeira are groups 4 - Athletes who perform at an event individually, professionally or amateurly- and 5 -Athletes who participate in an event collectively as a club -
- The dimension of sport events is preferentially medium and small

Types of sporting events

The International Olympic Committee accepts a total of 66 sports activities, distributed among those of summer sports (28), winter sports (7) and other sports recognized by that body (31).

There is a border between the sports accepted by the International Olympic Committee and tourism. These are activities related to walking, running, fitness, opening training, corporate wellness, spinning, and aerobics, associated with urban life, outdoors, adventure, and discovery, that fit perfectly with the main demands of sports activity of Europeans when they travel, as quiet sports activities. We would say that sports activity has become a sport on demand for each group or person, at any time of the day.

ORGANIZATION

Although a very important part of medium and small sporting events has been done so far thanks to the voluntarism of a few, the management by clubs, associations and the various public administrations advances throughout Europe towards a complete stage professionalization, especially when the development of this activity involves attracting tourists in an increasingly competitive environment.

To develop an event and properly use spaces, an organizing team with the appropriate administrative services is required. Whether it's a sport club or individual sportsmen, the organizing team requires:

- Economic resources. Three sources of financing appear: private brands, through advertising, sponsorship and contracts with media for retransmission; public administrations; and the exploitation of the activity itself and the different spaces, based on ticketing, memberships, concessions, exclusivities and rights over merchandising products. These three sources guarantee the profitability of the event. Each one of the financiers looks for the profitability adapted to their interests: economic, social and environmental;
- Adequate spaces for the celebration of events whether private or public. Both the

enclosures and the outdoor spaces are immersed in a profound process of urban reorganization;

- Methodologies and tools in the management processes, in customer loyalty, in marketing information systems, SIM, in the management of brands
- Contacts with athletes, with federations, with referees, with brands and sponsors, with local assistants, visitors and tourists;
- Offline and online media interested in generating consumable content by broad audiences, which generate audiences and economic flows that provide enough resources to adequately remunerate the entire circuit;
- Public-private management, which is usually the most competitive, since it balances the search for economic, social and environmental benefits;
- Sports management, which is one of the specialties on the rise in academic education. Manage this series of elements to obtain the key factors of success of the events. Fortunately, this course, the University of Madeira has started a degree in Hotel Management that facilitates the training of students in tourism, which will allow in the medium term to have talent prepared to expand to this field of tourism.

The availability of numerous natural spaces valued in Madeira, such as those of the *levadas* and mountains, and of sports facilities makes Madeira an ideal place to encourage this type of market, sport tourism.

NECESSARY INFRASTRUCTURE

Game Sports events require sports opportunities, equipment, services and complementary products (Heinemann, 1988). Regarding opportunities, we must mention sports facilities; means of transport and roads; parking, facilities for supplies and evacuation; sports environments, such as home-club and social premises; points of sale of sports clothing and accessories. In terms of equipment, sportswear, accessories, food, medical and rehabilitation services, repair, computer equipment and other auxiliary means. Regarding

the provision of services, learning of the sports discipline; training; advice on programs; sports events. As for complementary products, shows and sporting events, sports, travel, insurance, betting, video games.

In this sense, the tourist offer of Madeira is sufficiently complete to undertake this new market, although it will have to adjust the lodging, the restoration, the intermediation, the transport, the tourist activities, the shopping to the growth of the future demand of sport tourism. Additionally, expand the services around the *Levadas* and the mountain to complete a product with high added value.

ECONOMIC, SOCIAL AND ENVIRONMENTAL BENEFITS

The positive impact of sport events is the income, the improvement of the infrastructures and their maintenance, the transport service created, the pride and sense of belonging, the volunteer and the active participation of the community, and the image that is generated in the off and online media. The negative impacts are the overcrowding, the increase of robberies and criminality, traffic congestion and displacements, the increase of garbage (Barker, Page & Meyer, 2002) and the medical and safety problems that are generated.

Apart from seeking the balance of the economic results of the accounts of each event, the sports policy should tend to improve the social aspects - that is, improvement of the salaries of the people, creation of new jobs, of the green spaces at the service of the population, of the community sport practice, of the general level of life, of innovation- and environmental of the destination. In this way, green events are planned to encourage attendees and participants to adopt pro-environmental behaviors (Hyoung, Nelson & Kim, 2015).

Well, it is difficult to establish the measurement to know the real impact of a sports event. Most tangible aspects are auditable, but intangibles are much more complicated.

The measurement problems that are presented are of a conceptual nature - depending on the understanding of sports spending in relation to entertainment, recreation, tourism-;

statistical - low level of practice data, clothing and exclusive materials, sports spending, the breakdown within national statistical services between entertainment, leisure and culture-; and methodologies - incidence of sport in industry and distribution in national accounting (Pedrosa & Salvador, 2003).

In the face of megalomania in the construction of spaces for sport, rationality is imposed, enabling those infrastructures and ad hoc services for each project. Sport tourism cooperates to the sustainability of the territory and heritage and cooperates with slow tourism, a new way of traveling more relaxed and with a much smaller ecological footprint.

BRAND IMAGE OF COUNTRIES

The brand image of a country or a tourist destination is an umbrella that protects all those elements that constitute it. Sport tourism is one

of the ones that can bring more value and infuse a special mark. In this way, the vision of Madeira offering itself as slow tourism can generate an attraction of tourists interested in a different way of traveling differentiated from the massive sun and beach tourism, which marries the contemporary play mentality and has a higher disposition to pay more.

The idea is to develop a public-private management for spaces where not only social conditions of the population are improved, but the environmental wealth of the island is preserved.

It is necessary to associate the perceived value of quality, of emotional response, of price, of experience to the reputation of destiny and this will produce fidelity.

The brand image of Madeira would increase its value if this input relative to sports tourism is added



Figure 3. Sport tourism attribute incorporated to the Madeira brand

In search of the clear differentiation regarding the sun and beach offer of most European islands, sport tourism is associated with the concepts of sustainability and slow tourism, within the most advanced trends of the new way of traveling.

CONCLUSIONS

From the explanations of this paper the following conclusions can be drawn:

- a) Sport has become a determining factor in the offer of tourist destinations. Thanks to this, they move towards differentiation and toward greater international competitiveness
- b) The data provided in this paper indicates that there is an important sport tourism market in Europe, mainly in Scandinavia and in the traditional emitting countries of tourists to Madeira

- c) This is a target that is willing to perform quiet sports activities such as walking, running, fitness, outdoors, opening training, adventure or discovery
- d) This target spends 6% more than when traveling for other tourist activities
- e) Madeira can grow in the sport segment of medium and small events both in individual activities and clubs, and both among neophytes and intermediaries. The fundamental reasons are the available natural spaces, such as the *levadas*, the mountain. And above all the association of the tourist image to sustainability and slow tourism
- f) It requires adjusting the offer of tourist and para-tourist services and infrastructure to the evolution of the new demand
- g) In the digitization phase of the sector in which the world tourism market lives, Madeira can take advantage of the opportunity to promote digital transformation in the field of sport tourism.

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Evaluation indicators of the socio-sport impact of the national swimming championship

Jorge Soares^{1*}

SHORT PAPER

The organization of sporting events at national and international level results on various impacts for sport development. According to the integrated model presented by Collins, for the development of the performance and elite sports (Collins, 2010), and the sporting legacy associated with major sport (Chappele, 2012), we should evaluate the systemic impacts of national sport competitions in the local sport organizations. For instances, regarding the national/international sporting event organization legacy, it is important to evaluate the local viewers and visitors' attendance, as well as the local volunteers' participation, in order to promote positive impacts for sport's development.

The objective of this short paper is to present the indicators of social legacy (Bob & Swart, 2010), and the sport's impact of the national swimming championship, hold in Funchal city, capital of the Madeira Island, from March 22 to 26 in 2018. This championship was organized by the Portuguese Swimming Federation in partnership with the Madeira Swimming Association. The sporting event was attended by 318 boys and 309 girls, a total of 627 athletes, representing 106 sport clubs. Regarding the staff, there were 300 coaches and others support technicians. From the island of Madeira participated 31 swimmers representing 5 sport clubs.

The methodology is based on collecting data from sport development indicators involved in the sporting event, namely: official referees; involvement capacity of the volunteers; resident spectators and visitors (tourists); regional and national sporting results and participation; legacy

and improvement of sports equipment and sports facilities.

The data was gathered with the contribution of the National Swimming Federation, as well as with volunteers, which role was to register the people's entrance (visitor or resident), during the sport competition. In this process, we counted a total of 940 spectators, during the 4 days of competition (see table I).

Table 1
The attendance to the sporting event – residents and visitors (Portugal mainland)

	Spectators (N)	%
Residents (Madeira)	352	37.4
Visitors /Tourists	588	62.6
TOTAL	940	100%

We have also collected data from Cision produced by journalists during the sporting event. We identified the frequency, the size of the newspaper article, and the words brand relevant to promote the place as a tourist destination: "Discover Madeira" and "Funchal".

In what concerns volunteers' participation, it is well known its demands regarding planning meetings and education for specific roles. The participation of volunteers was divided in 6 roles/categories: entry check; support to the secretariat; support to the competition field and referees; application of questionnaires; delegations' guides; athletes' follow-up and monitoring for anti-doping control. The sporting event involved a total of 45 volunteers and 2 coordinators. This activity was also a great opportunity to involve other swimmers and sport administrators to collaborate as volunteers. Additionally, the Madeira Swimming Association is improving the strategy to attract the local

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population to be a volunteer. The proud of being part of the organization of a sporting event is a message that should be promoted among young and local people.

The number of local swimmers and their timely registration for a sport competition is one of the most important impact indicators. Table 2

Table 2

The participation of Madeira swimmers at the national swimming championship

Sport Clubs (Madeira)	2015		2016		2017		2018		Total
	Boys	Girls	Boys	Girls	Boys	Girls	Boys	Girls	
Clube Naval do Funchal	11	7	15	6	10	6	10	6	16
Clube Desportivo Nacional	6	5	5	2	5	4	5	4	9
Clube Desportivo São Roque	3	0	2	0	2	1	2	1	3
Clube Escola O Liceu	0	0	2	0	2	0	2	0	2
Juventude Atlântico Clube	2	0	2	0	1	0	1	0	1
Clube Desportivo Wos Team	0	0	0	2	0	0	0	0	2
TOTAL	22	12	26	10	20	11	20	11	31 (4%)

The 31 Madeira swimmers (4% of the total swimmers), representing 5 sport clubs, embodied an excellent opportunity to encourage other swimmers, who did not reach the minimum for participation. The organization of the national championship at Madeira Island represented an excellent boost for the local swimmers and their parents to commit themselves with training.

The registration of spectators shows us that 35% of them belong to Madeira residents – many of them are swimmers' relatives.

There was another criterion to organize the sporting event at Funchal: it was possible to save thousands of euros with costs for travelling and accommodation for local sport clubs, since the 31 local swimmers did not travel to Portugal Continental. This criterion is a helpful argument for the local organizers, in order to influence the local/regional public administration to sponsor the sporting event.

A number of national records were broken, as well as 10 minimums marks for the European Championships Absolute and 10 minimums for the Junior World Championships: Victoria Kaminskaya (200 and 400 styles and 200 breaststroke), Diana Durães (400 and 800 free style), Tamila Holub (1500 free style); Tomás Veloso (400 styles), Gabriel Lopes (200 styles), Ana Catarina Monteiro (200 butterfly),

shows us how many swimmers were from Madeira Island. When comparing the data from 2018 with the last 3 championships, we do not find significant changes. However, there seem to be more sports clubs achieving the minimum results to participate in the national swimming championships.

Guilherme Pina (1500 free style), Alexis Santos (200 styles), João Vital Pereira (200 breaststroke).

Table 3

Comparison swimmers – spectators per Regional Swimming Association

Portugal Region	Swimmer (%)	Spectator (%)
ANLISBOA	33.12%	14%
ANNORTEPORTUGAL	17.53%	4%
ANCOIMBRA	11.20%	9%
ANCENTROENORTE	9.58%	5%
ANDLEIRIA	7.14%	10%
ANALGARVE	5.36%	2%
ANMADEIRA	5.03%	35%
ANMINHO	3.90%	7%
ANDSANTARÉM	3.08%	1%
ANRAÇORES	1.62%	-
ANINTERIORCENTRO	1.30%	-
ARNNORDESTE	0.65%	1%
ANALENTEJO	0.49%	-

The regional swimmers' achievements demonstrate the quality level of Swimming in Madeira Island. Indeed, it was possible to see some record and marks being achieved: the Clube Desportivo São Roque won two gold and two bronze medals; the Clube Naval do Funchal won two medals (one bronze and one silver); the

Clube Escola O Liceu conquered two bronze medals; and the Clube Desportivo Nacional another two bronze medals. The most important athlete of Madeira was João Cruz Castro (Club Desportivo São Roque), who won two gold medals in the Junior category – in the 100 free style (691 FINA points) and 200 free style (719 FINA points). Beatriz Rosa Jong (Clube Desportivo Nacional) also stood out during the final of 200 meters butterfly, winning 618 FINA points, breaking the regional record with the mark of 2.22.94, and getting an honorable 8th place.

An aspect that reflects the social participation was the use of social networks as a way to advertise and promote the national swimming championship. Madeira Swimming Association, for example, shared in its Facebook several articles related to specific actions, as well as results from the competition and pictures of several swimmers and spectators. For instance, a given event had a total of actions ranging between 1161 views / shares and 4112. From these shares, it is estimated that a total of 9636 people accessed this event and / or have replicated it in their social networks.

Table 4

Media exposure of the sporting event in the press and estimation of "advertising cost". (Source: based on Cision, 2018)

Type of Media	Frequency	Size or duration	Advertising costs
Written press of Madeira (Journals)	21	377.29 x 512.67 cm ² Average = 17.97 x 24.41 cm ²	Total= 21781.48€
Written press of Portugal mainland and Azores (Journals)	52	714.28 x 855.94 cm ² Average = 13.74 x 16.46 cm ²	Total=50735.97€
Internet/Websites	76 Madeira – 29 Mainland and Azores - 47	(...)	Not available
RTP Madeira (TV)	7	38 hours and 18 minutes	Total= 2717.38€

A limitation of this paper is the lack of data regarding the evolution of the national sport records in the last 10 years. Since the number of federated swimmers in competition and participation has increased (National Swimming Federation), it would be interesting to describe the evolution of the results and national records in the recent years.

It was not possible to observe any activity revealing a cooperative learning experienced coaches – there was no training session for sport coaches (whether local or not). Nevertheless, it is fundamental (at least from our point of view) to promote the sharing of experiences between visitors and experienced sport clubs and local sport clubs, especially during this kind of sporting events.

A positive impact is the ability to attract national sponsors and partners of the National Swimming Federation. Another positive impact that should be stand out is the sport facilities improvements and the legacy of new equipment

that benefit local sport clubs and swimmers after the sporting event.

An important drawback to point out is the impossibility to carry out the regular activities of the pool during all the event (7 days). This causes direct and indirect negative impacts for regular users and customers in a short and long-term time. We think that an alternative swimming pool should be provided to the local regular swimmers and users.

It is very important that the local community feels truly engaged with this kind of sporting events. Indeed, it is mandatory for the success of this, and other sporting events, that the local community and the users of the swimming pools are committed with the image and status. Moreover, they should agree to receive and support the decision of organizing this kind of sport event (Liu, 2016).

As a conclusion, the decision to organize a national championship in a city like Funchal demands an integrated strategy between the

National Swimming Federation, Regional and Local sport associations, sport clubs, and regional authorities, in order to potentialize positive impacts on the local sport development. The commitment and identification of the local population, as well as the will of the local swimmers to receive and to participate in the sporting event are crucial for the success of the strategy of the National Swimming Federation.

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Indicadores e impactos do *Madeira Island Ultra Trail*

Justino Nóbrega^{1*}

ARTIGO CURTO

A segmentação do desporto e o aparecimento de novos nichos de praticantes desportivos associados à natureza e ao crescimento do turismo, têm suscitado um maior interesse para viajar e experienciar aventuras desportivas em contextos naturais ímpares e desafiantes.

A comunicação que se apresenta pretende apresentar os indicadores e os impactos mais relevantes da participação dos atletas num evento turístico-desportivo realizado na ilha da Madeira.

Entre 2004 a 2007 um grupo reduzido de sócios do Clube de Montanha do Funchal (do CMOF) propôs realizar um desafio de atravessar a ilha da Madeira em menos de 24 horas. Do cumprimento desta aventura nasceu em 2008 aquela que foi a primeira prova de *Trail Running* realizada na Madeira com a designação de MIUT® e contou com a participação de 141 atletas. Desde então, o número de inscrições teve sempre um incremento exponencial, até que em 2016 a organização foi obrigada, essencialmente por motivos logísticos, a limitar as inscrições a um total de 2500 atletas. Em todas as edições houve sempre uma grande procura e participação de atletas estrangeiros no MIUT®, incluindo os atletas de competição denominada de *élite mundial*, mas foi só em 2015 que integrou o circuito mundial do *Ultra Trail World Tour* como estatuto de “*Future Race*”.

Por seu lado, a nível local, desde 2012 que a organização do MIUT® tem sido reconhecida e apoiada pelas entidades públicas regionais e locais devido ao seu contributo para o desenvolvimento do turismo e da economia regional, enquanto fator de desenvolvimento do turismo desportivo de natureza. Neste contexto, as imagens de marca da natureza das montanhas e das paisagens Madeira, têm contribuído positivamente como uma mais-valia turístico-desportiva para as atuais distinções que a ilha

possui enquanto destino turístico, tanto a nível europeu como a nível mundial (Turismo da Madeira, 2018). Como exemplo temos os vales e as montanhas sinuosas da ilha da Madeira que proporcionam características ímpares, adversas e desafiantes para a prática do *Trail running*, associado ao clima ameno e temperado em quase todo o ano. Ano após ano verifica-se uma tendência para a revisitação dos turistas de trail (MIUT®, 2018) e não é necessária uma publicidade específica do evento para as inscrições limitadas a 2500 participantes esgotarem em menos de 48 horas. Algumas conceituadas marcas de *trail* de nível internacional têm escolhido a Madeira para promoverem as suas atividades, seja para campo de treino e/ou para produção de trabalhos audiovisuais.

Por outro lado, uma grande parte da floresta das montanhas da Madeira, designada de *Floresta Laurissilva* encontra-se classificada como como património natural mundial da UNESCO (1999) e o MIUT® tem servido para destacar os pontos fortes da floresta típica da ilha, entra os quais se podem identificar as plantas endémicas que são cruzadas pela levadas, vales e veredas típicas da Madeira. Para além disso, este evento contribuiu para a manutenção e limpeza de muitos percursos pedestres tradicionais recomendados; dinamizou o comércio a nível local/regional e permitiu uma cobertura mediática da imprensa nacional e internacional, conforme demonstrado em estudo de Impacto mediático e Financeiro com notícias veiculadas ao nível regional, nacional e internacional (Press Power, 2018).

Do ponto de vista do planeamento e gestão dos recursos humanos o evento representa uma complexidade acrescida porquanto a organização da edição de 2018, envolveu: 700 voluntários, muitos deles responsáveis pela limpeza dos

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trilhos e definição de percursos alternativos e zonas de apoio; 132 elementos de forças de segurança em permanência no terreno de treino e de prova; uma equipa de assistência médica constituído por 7 médicos, 30 enfermeiros, 12 postos de assistência, representando 510 horas de trabalho e um total de 249 eventos clínicos.

A preparação do evento da edição seguinte começa logo após a finalização da edição mais recente, destacando-se as seguintes funções:

a) Preparação de percursos: escolha de locais de apoio e alternativas para os abastecimentos e assistência; definição de alternativas para situações inesperadas;

b) Limpeza de trilhos que na sua maioria são utilizados diariamente em programas de passeios turísticos: cerca de 60km de percursos;

c) Ao nível da comunicação e publicitação do MIUT, destacam-se a utilização das redes sociais Redes sociais (Facebook, Twitter e Instagram); participação anual na Feira do UTMB® - *Ultra-Trail® du Mont Blanc*; Convite de jornalistas / *bloggers* / atletas / *opinion makers* para o evento; Produção de vídeo com imagens dos locais mais emblemáticos (um pré evento e três após a realização do evento)

d) Convite de atletas de Elite de renome internacional, e com impacto mediático através do *Ranking ITRA* (Internacional Trail-Running Association).

Na edição de 2018 houve uma participação bastante diversa e os dados das últimas edições mostram uma evolução significativa do número de participantes não residentes e de mais de 50 países (tabela1).

Tabela 1

Evolução da participação dos atletas no MIUT

Edições	Países	Participantes	Atletas Não residentes	Percentagem
2013	11	449	215	47,9%
2014	21	745	439	58,9%
2015	36	1341	795	59,3%
2016	41	2041	1272	62,3%
2017	44	2490	1679	67,4%
2018	55	2487	1800	72,4%

Do ponto de vista dos dados dos atletas, verifica-se uma participação de 25% mulheres e 75% homens. Em termos etários, o maior grupo de participantes situa-se entre os 40-44 anos com cerca de 24%, seguido do escalão entre 35-39 anos com 22%. Dos turistas atletas, 60% já tinham visitado a ilha da Madeira o que indicia o destino de turismo desportivo de reavistação.

Embora a prova decorra entre 13 a 24 horas, os visitantes tendem a permanecer na ilha durante vários dias: 48% até 7 noites; 34% fica entre 2 e 4 noites, 18% mais de 7 noites, sendo que: 13% viajaram só, 30% com 1 pessoa, 17% com 2 pessoas, 13% com 3 pessoas, 26% com mais de 3. Do ponto de vista do impacto mediático, dos 40% dos atletas *Não Residentes* que responderam ao inquérito e divulgaram as imagens do evento e da Madeira no *Facebook*, verificou-se um alcance potencial de 6.007.200 utilizadores.

Registaram-se ainda 366 notícias veiculadas, sendo 133 regionais, 67 nacionais, 166 internacionais, onde 248 foram online/RSS, 66 impressas e 55 TV / Rádio.

Tendo por base a cobertura televisiva realizada pela TVA, que transmitiu vários episódios no Canadá, assim como pelo *Lé Équipe*, que noticiou as provas e resultados do MIUT e do destino Madeira, calculou-se um impacto de media de 1.107.788,00€ (*Advertising Value Equivalency*).

Do inquérito feito aos participantes, dos 1180 atletas respondentes (47,5%) foram identificados 424 atletas residentes e 756 de atletas não residentes, contabilizado um total de gastos diretos na Madeira no valor de 2.028.384 €. Extrapolando para o total dos atletas, teríamos um valor aproximado de 4.275.000€.

Como conclusão, o MIUT representa uma oportunidade de promoção do destino turístico da ilha da Madeira, quer diretamente para o

público-alvo de turistas de aventura que procuram nas montanhas sinuosas experiências genuínas de *ultra trail running*, quer indiretamente para a promoção dos pontos fortes da Natureza e das paisagens das montanhas e da floresta típica da Madeira. Os resultados impactantes locais são diversos e muito positivos para a afirmação do destino de turismo ativo e desportivo da ilha da Madeira.

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O Papel político e jurídico do Estado na organização de eventos desportivos

Alexandre Miguel Mestre^{1*}

ARTIGO CURTO

Entendido o desporto como uma das preocupações sociais e culturais do Estado Português, a este se comete um dever fundamental de atuação no sentido em que o Estado é obrigado a diligenciar de forma a tornar efetivo o direito ao desporto de cada cidadão, consagrado no artigo 79.º da Constituição da República Portuguesa (CRP). Através de um mandado genérico e imperativo de atuação pública, concreta e determinada, com um conteúdo obrigacional - obrigação de meios e de resultado - o Estado Português tem uma missão de fomentar, qualitativa e quantitativamente, a prática desportiva - esse é o fim -, e daí deve resultar que os cidadãos pratiquem mais desporto, nas suas variadas vertentes. Não se espera um mero apoio ou incentivo a iniciativas privadas, designadamente através de ajudas económicas/recompensas honoríficas mas espera-se, outrossim, algo mais, um fomento no sentido mais amplo do termo: ações diretas de intervenção, sem as quais a plena concretização do direito ao desporto não se efetiva. Assim, os poderes públicos (legislativo, executivo e judicial) do Estado devem convergir na

satisfação, direta ou indireta, das necessidades dos cidadãos.

Entendendo-se que a organização de eventos desportivos, na sua preparação, realização e no seu legado, como uma ferramenta que ajuda, em termos materiais e humanos, ao fim último de mais cidadãos praticarem desporto, compete ao Estado assumir, desde logo, uma intervenção de índole jurídica, nomeadamente através de:

- (i) Concessão de licenciamentos¹;
- (ii) Autorização para realização de provas desportivas na via pública²;
- (iii) Prevenção e manutenção da segurança (pública, ao nível do policiamento³, e privada⁴, por exemplo na envolvimento dos assistentes de recinto desportivo);
- (iv) Adoção de diligências contratuais, logísticas, de seguros⁵, ou outras, para evitar que se incorra em responsabilidade civil, tendo presente que, de acordo com a lei e a jurisprudência, o desporto pode ser considerado uma “atividade perigosa⁶”;
- (v) Fiscalização do cumprimento de regras relativas à difusão dos eventos, designadamente o disposto em sede de Lei

¹ Desde logo o licenciamento para a construção de infraestruturas desportivas, que “obedece ao regime jurídico da urbanização e da edificação (RJUE), aprovado pelo Decreto-Lei n.º 555/99, de 16 de Dezembro, e alterado pela Lei n.º 60/2007, de 4 de Setembro, e ao regime jurídico da acessibilidade constante do Decreto-Lei n.º 163/2006, de 8 de Agosto.

² Cf., *inter alia*, artigo 8.º do Decreto Regulamentar n.º 2-A/2005 de 24 de Março - Regulamenta a utilização das vias públicas para a realização de atividades de carácter desportivo, festivo ou outras que possam afetar o trânsito normal.

³ Cf. Decreto-Lei n.º 216/2012, de 9 de Outubro - Define o regime de policiamento de espetáculos desportivos realizados em recinto desportivo e de satisfação dos encargos com o policiamento de espetáculos desportivos em geral - e Portaria n.º 55/2014, de 6 de Março - Regulamenta a desmaterialização dos procedimentos inerentes ao policiamento de espetáculos desportivos, definindo os requisitos e as regras de funcionamento.

⁴ Cf. Lei n.º 34/2013, de 16 de Maio - Regime do exercício da atividade de segurança privada - e Portaria n.º 261/2013, de 14 de Agosto - Estabelece os termos e as condições de utilização de assistentes em recintos desportivos em que seja obrigatório disporem sistemas de segurança, nos termos do respetivo regime legal

⁵ Muito em particular o seguro desportivo obrigatório, instituído pelo Decreto-Lei n.º 10/2009, de 12 de Janeiro.

⁶ Cf. artigo 493.º, n.º 2 do Código Civil e, *inter alia*, os seguintes arestos: acórdão do STJ de 10.12.1997, Proc. n.º 676/97, Relator Sampaio da Nóvoa; acórdão do STJ, de 08.03.2005, Proc. n.º 04A4412, Relator Pinto Monteiro; acórdão do STJ de 04.07.2006, Proc. n.º 1541/04, Relator Lopes Pinto; acórdão do STJ de 13.10.2006, Proc. n.º 318/06.9TBPZ.S1, Relator Urbano Dias; acórdão do STJ de 06.05.2010, Proc. 864/04.9YCGMR, Relator João Berardo; acórdão do TRL de 15.02.2011, Proc. n.º 291/07.6TBLRA.C1, Relator Pedro Martins e acórdão do STJ, de 12.05.2016, Proc. 108/09.7TBVRM.L1.S1, Relator Fernanda Isabel Pereira.

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- do Audiovisual. O fomento do desporto em Portugal pressupõe, evidentemente, a sua difusão, pelo que penso que é também incumbência do Estado a viabilização da transmissão em canal aberto de determinados eventos desportivos que sejam de interesse generalizado do público⁷, sem esquecer, por um lado, o exercício de serviço público que possibilita fazer chegar aos telespetadores modalidades menos mediáticas, e sem descurar, por outro lado, um devido contexto de internacionalização do desporto Português, assegurando a transmissão de competições desportivas continentais ou mundiais, e do Código da Publicidade, de que constitui exemplo a questão da (não) associação de evento desportivo a bebidas alcoólicas⁸;
- (vi) Promoção do mecenato desportivo, nomeadamente para eventos de interesse público e para entidades legalmente beneficiárias que se envolvam na promoção e organização de eventos desportivos;
- (vii) Combate, pelas vias jurídicas preventivas e repressivas, ao ‘marketing de emboscada’ (*ambush-marketing*) no sentido em que o Estado deve proteger os patrocinadores oficiais de eventos desportivos das estratégias de marketing levadas a cabo por empresas “parasitas” concorrentes que procuram associar-se ao evento sem investirem nesse sentido, conseguindo enganar o consumidor⁹;
- (viii) Definição (por via legal/administrativa) de critérios de concessão de dinheiros públicos¹⁰/delimitação do conceito de ‘interesse público’ para efeitos de adjudicação do evento a determinado organizador;
- (ix) Adoção de normas sobre formação de recursos humanos necessários para a organização de eventos desportivos, designadamente em sede de gestão e marketing desportivos;
- (x) Regulamentação do apoio ao voluntariado vocacionado para eventos desportivos, enquanto via de capacitação/educação não formal;
- (xi) Fomento de um desporto são, em que haja verdade desportiva, por via do combater legal, administrativo e judicial a fenómenos atentatórios da ética desportiva, da saúde e da dignidade da pessoa humana, tais como a dopagem, a violência associada ao desporto ou a corrupção;
- (xii) Fixação de barreiras que sirvam para assegurar a concorrência/complementaridade/coabitação de diferentes direitos fundamentais, que por vezes colidem/conflituam, por exemplo não se licenciando uma prova desportiva numa zona costeira que possa deteriorar a fauna e a flora (direito ao desporto vs direito ao ambiente).

No que concerne ao papel político do Estado, indissociável e complementar do referido papel jurídico, destaco os seguintes exemplos de ações que se esperam gizadas e implementadas:

- Organização de eventos desportivos no sentido de, em cumprimento do comando constitucional do artigo 79.º da CRP, isto é, contribuindo para massificar o desporto (*desporto com todos e para todos*), designadamente junto dos cidadãos mais vulneráveis, como mulheres, cidadãos com deficiência e imigrantes;
- Organização de eventos numa lógica de potenciação do alcance de objetivos desportivos: desporto de base? Desporto de

⁷ O seu acesso deve ser facultado pelos adquirentes dos respetivos direitos exclusivos que emitam em regime de acesso condicionado ou sem cobertura nacional aos operadores interessados na sua transmissão televisiva que emitam por via hertziana terrestre com cobertura nacional e acesso não condicionado.

⁸ Cf. artigo 17.º/5, do Decreto-Lei n.º 330/90, de 23 de Outubro, diploma com a última alteração dada pelo Decreto-Lei n.º 66/2015, de 29 de Abril.

⁹ Dois bons exemplos de legislação nesse sentido são o Decreto-Lei n.º 86/2004, de 17 de Abril, diploma que estabeleceu o regime de proteção jurídica a que ficaram sujeitas as

designações do Campeonato Europeu de Futebol de 2004, bem como os mecanismos que reforçaram o combate a qualquer forma, direta ou indireta, de aproveitamento ilícito dos benefícios decorrentes deste evento desportivo, e o Decreto-Lei n.º 155/2012, de 18 de Julho - Estabelece o regime de proteção jurídica a que ficam sujeitos os símbolos olímpicos e reforça os mecanismos de combate a qualquer forma de aproveitamento ilícito dos benefícios decorrentes do uso dos mesmos.

¹⁰ CF. Decreto-Lei n.º 273/2009, de 1 de Outubro, com a segunda alteração operada pela Lei n.º 101/2017, de 28 de Agosto - Estabelece o regime jurídico dos contratos-programa de desenvolvimento desportivo.

alto rendimento? Aposta em alguma(s) modalidade(s) desportiva(s)? Tudo em simultâneo (se viável)?;

- Organização e priorização de eventos em função de uma prévia/concomitante definição de objetivos não desportivos nacionais/locais (v.g. reabilitação ou requalificação urbanística; criação de novas zonas na cidade; promoção do turismo; promoção do emprego; investimento público e/ou privado; marketing/publicidade; combate à interioridade/insularidade; internacionalização...);
- Adoção de uma política geral, horizontalmente planificada e transversalmente harmonizada: sendo o desporto um fenómeno verdadeiramente horizontal, no sentido de se tratar de uma matéria transversal a quase todas as demais áreas governamentais, julgamos que resulta igualmente do citado texto constitucional um dever de promoção do desporto através do entrelaçar de diferentes políticas públicas, numa avaliação *ex ante* e *ex post*, designadamente articulando, por pretexto

da organização/realização de eventos desportivos, setores como desporto, educação, saúde, turismo e emprego;

- Adoção de uma abordagem coordenada, à luz do ‘modelo colaborativo’ constitucionalmente tutelado, envolvendo o setor público, mas também o setor privado;
- Planeamento estratégico e plurianual de forma a almejar, de forma sustentável, legados (tangíveis e não tangíveis).

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Políticas públicas e eventos desportivos: O caso dos eventos da Federação Portuguesa de Natação organizados na Madeira

António José Silva¹

ARTIGO CURTO

Em 2017, o orçamento para o desporto foi de 36 milhões de euros. Quando reportamos a origem deste financiamento verificamos que a grande maioria é resultante das verbas com os jogos sociais que com base no enquadramento legal, atribui ao Instituto Português do Desporto e da Juventude 9.85% deste montante (jogos), que representa uma verba de cerca de 60 Milhões de Euros, de um total arrecadado pelo Estado (cerca de 650 milhões euros).

A questão que se levanta é saber se o desporto, com a importância social que tem em todos os domínios e para além dos retornos (não económicos e económicos), não justificaria um investimento, em sede de orçamento público, maior do que o verificado atualmente, remetendo-o para o domínio do casuístico e dependente das adições decorrentes dos jogos sociais.

Na União Europeia (UE), o desporto constitui um setor económico de importância significativa, representando 1.76% do valor acrescentado bruto da EU, com uma quota parte nas economias nacionais comparável à dos setores da agricultura, da silvicultura e das pescas combinados. No que diz respeito ao mercado de trabalho, o emprego relacionado com o desporto representa 2.12% do emprego total na eu (INE, 2016).

Em Portugal, o Instituto Nacional de Estatística divulgou os resultados da CSD para o triénio 2010-2012, com três grandes conclusões: (1) o desporto representou em média 1.2 % do VAB; (2) representou 1.4% dos ETC da economia portuguesa; (3) a remuneração média na CSD excedeu em cerca de 5% a remuneração média nacional, com dimensão económica semelhante ao ramo da metalomecânica, informática,

vestuário, arquitetura e engenharias e técnicas afins (INE, 2016).

Para além destes indicadores diretos, à escala nacional e europeia, há que quantificar o retorno que decorre da diminuição dos custos diretos e indiretos com a morbilidade e/ou mortalidade decorrente de doenças hipocinéticas. Considerando o Orçamento de Estado para 2016 e a distribuição percentual média das despesas de saúde por doença, a poupança efetiva nas despesas de saúde que resultaria de um incremento cientificamente sustentado das atividades desportivas seria de 1.349.930.075,00€. Indicadores idênticos são publicados pela *Lancet*, nas edições que revisitam as edições olímpicas (2012; 2014; 2016).

Os dados analíticos dos impactos decorrentes da organização de eventos desportivos são pouco conhecidos, porque existem poucos estudos, no contexto nacional. Na natação os dados eram desconhecidos. Foi nesta ótica que surgiu a necessidade de representar e quantificar o valor económico dos eventos organizados pela FPN.

Quando analisamos os dados de um dos trabalhos de investigação sobre este tema (Carvalho, Matos & Silva, 2018; FPN, DATA), sobre esta temática verificamos que, no conjunto do calendário competitivo nacional na natação com cerca de 30 provas (natação Pura, natação adaptada; natação artística, águas abertas, masters e polo aquático), houve um efeito multiplicador cujo impacto global, das provas organizadas pela FPN em 2017, se cifrou na casa dos 3.5 M€, cujo efeito direto é fundamentalmente verificado na hotelaria, restauração e comércios locais.

Estes dados não incluem os resultados financeiros decorrentes da exposição mediática

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(media e redes sociais) que fariam multiplicar estas externalidades positivas. Está, por isso, mais do que justificado o investimento regional/local na organização de eventos pelo efeito multiplicador nas externalidades positivas que possui.

Mas, para além dos dados estritamente financeiros há dados que devem ser relevados no âmbito das políticas públicas. A costa portuguesa tem 943 km em Portugal continental, 667 km nos Açores, 250 km na Madeira onde incluem também as Ilhas Desertas, as Ilhas Selvagens e a Ilha de Porto Santo. Para além da costa, Portugal possuiu ainda uma das maiores zonas económicas exclusivas (ZEE) da Europa, cobrindo cerca de 1 683 000 km², sendo a 3^a maior ZEE da União Europeia e a 11^a do mundo.

Este facto é tão relevante porquanto, de acordo com os relatórios mais recentes da WHO (FEPONS; 2018), a terceira causa de morte em jovens e crianças (<15 anos) é o afogamento. Em 2013, foram registadas cerca de 372.000 pessoas vítimas de afogamento no mundo, das quais mais de 142.219 foram crianças e jovens com idade inferior a 15 anos.

Em Portugal o número de casos fatais é preocupante. Segundo o Observatório do Afogamento (FEPONS, 2018), em 2017, tivemos mais de 112 afogamentos em diferentes planos de água: mar (36); rios (20); piscinas domésticas (5); tanques (3); poço (10); piscinas de hotel (2); praia marítima (9); barragens (9), tanto com crianças como com adultos. Estes dados não abrangem os casos não declarados, nem os registos que resultam em hospitalização, apresentando normalmente prognósticos reservados.

Esta descrição, só por si, justificaria a existência de um programa educativo estratégico com prioridade política de competência aquática no desenvolvimento integral da criança e medida preventiva direta do afogamento. O ensino da natação no atual sistema educativo é apresentada como alternativa, isto porque apesar das normas previstas nos Despachos n.º 12591/2006 e n.º 9265-B/2013, que preveem a lecionação de atividades físicas desportivas (facultativas)

enquanto parte da oferta de atividades extracurriculares (AEC's), reconhece-se nos últimos relatórios da Direção Geral da Educação que a natação “raramente ou nunca” é considerada, apesar de sugerida pelos encarregados de educação e apontada pelas crianças como atividade desportiva preferencial.

Urge a implementação em Portugal no 1º ciclo do ensino básico de um programa de competência aquática que só será eficaz se: (1) deixar de ter carácter facultativo e passar a ter um carácter obrigatório, inserido nos conteúdos das expressões físicas e motoras do 1º ciclo; (2) a supervisão pedagógica ser operacionalizada pelo grupo de Educação Física de cada agrupamento de escolas; (3) a implementação dos projetos pressupuser a organização local com agrupamentos de escolas, autarquias, clubes, associações e técnicos disponíveis os técnicos e creditados com título profissional, estejam sob a supervisão do referido grupo disciplinar; (4) que haja um processo de avaliação concreto ao programa; (5) haja um processo de formação técnica contínua; (6) haja avaliação externa ao modelo.

Este será o primeiro passo. Mudar o paradigma e assumir politicamente a aposta, que passa também pela responsabilidade objetiva das organizações desportivas devidamente coordenadas com as políticas estatais.

Neste âmbito, tem sido prática da atual direção da FPN, deslocalizar a todo o território nacional a organização das competições nacionais, por forma a promover as suas competências delegadas pelo Estado contribuindo, através do desporto e da sua prática de alto nível, para a coesão social e territorial do País. Considerando o “princípio da continuidade territorial” que assenta na necessidade de correção das desigualdades estruturais, originadas pelo afastamento e pela insularidade, combatendo as assimetrias regionais e contribuindo para a inserção social e para a coesão nacional, a organização de eventos desportivos deve ser alargada a todas as localidades.

Tabela 1

Eventos Desportivos na Madeira sob a égide da FPN

Ano	Competição	Participantes	Clubes
2015	Open de Inverno Master	356	48
2016	Campeonato da Europa IPC Funchal 2016	455	50 (Países)
2017	Campeonato Nacional Juvenis, Juniores e Absolutos	629	107
2018	LEN Women's European U19 Water Polo Championship	240	16

As vantagens que decorrem da organização de eventos para o desenvolvimento económico local são evidentes, para além da responsabilidade social da FPN em descentralizar as competições desportivas de cariz nacional como fator de desenvolvimento desportivo, assim, e no caso da Madeira existem vantagens que justificam a organização dos eventos:

- Clima ameno, facilitador de um processo de adaptação por parte de atletas oriundos de qualquer parte do Mundo;
- O facto de a Região Autónoma da Madeira ser um destino altamente turístico, fazendo com que o número de hotéis existentes na Região seja elevado. Segundo a Direção Regional de Estatística da Madeira (DREM), em 2017, a oferta turística disponível no conjunto dos meios de alojamento recenseados, totalizou uma capacidade de 38 126 camas (...) A hotelaria é o segmento que dispõe de maior número de camas com 77,7% do número total.
- Dos 155 estabelecimentos hoteleiros que a Região Autónoma da Madeira dispõe, existe uma variabilidade considerável estrelas/classificação dos hotéis, o que permite um maior leque de escolha por parte dos Clubes/Federações Internacionais tendo em conta serviços desejados e os custos financeiros;
- A grande oferta hoteleira existente na Região Autónoma da Madeira, estende-se também ao facto de a maioria destes estabelecimentos encontrarem-se a poucos minutos do Aeroporto Internacional do Funchal (cerca de 20 minutos), e a cerca de 10 minutos da piscina, diminuindo o tempo gasto na deslocação Hotel-Piscina;

- O Complexo de Piscinas Olímpicas do Funchal possui todas as condições para receber competições nacionais e internacionais, ao nível dos requisitos para albergar grandes competições;
- A rede de transportes está completamente habilitada e qualificada para providenciar um excelente serviço.
- Relativamente à vantagem na realização de eventos internacionais na Região Autónoma da Madeira, o nosso país, segundo o “Global Peace Index 2018” encontra-se no 4º lugar de países mais seguros, sendo apenas ultrapassado pela Islândia, Nova Zelândia e Áustria.

São estas as principais razões para considerar a organização de eventos uma necessidade e a Madeira ser um destino por excelência para as receber.

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