



Master's degree thesis

EVM950 Event Management

"Oslo's Chances Of Winning the Olympic bid for 2022"

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Introduction

Due to big economic losses of USD 1 billion made by the Montreal Olympics in 1976, and USD 280 millions made by the Munich Olympics in 1972, was hosting major sporting events -like the Olympics - thought of as a financial and administrative burden to the host cities, and not many were interested in hosting them. (Gratton, Dobson and Shibli 1999) However, in 1984, Los Angeles manage to make a profit out of their Olympics, and this together with a broader understanding of the impacts and benefits a country could get by staging major sport events, resulted in cities and countries competing fiercely to host them. Norway is not an exception in this eager after hosting mega sport events, and Norwegian sport organisations has more or less been lining up in order to be the host of an international sport event. Just in the last years has Norway been the host of events like; the Nordic World Ski Championship (2011), the Ski Flying World Championship (2012) and the World Snowboarding Championship (2012), while applications for other bigger events like the Tromsø Winter Olympics 2018 and EURO 2016 together with Sweden was withdrawn in the last minute. Today are we once more working with a new possible bid for the Winter Olympics, but this time with Oslo as the host city for 2022 Winter Olympics.

Common for many big international sporting events is that they are owned by sport organisations and that cities/countries who wants to become the events host city/nation, has to go through a big bidding process in order to get it. This process take place in order to ensure the event “owner” that the event goes to the candidate that can deliver the best event. Some events is also the owners main product and the biggest source of income. E.g. Is the Olympics, IOC main product. It is therefor important for the owner that the quality of the event is maintained, since a poorly organized event would damaged the events reputation and thereby also the events marked value. A bidding process contributes therefore to ensure the quality of the event. On the other hand do a bid process force cities/nations that wants to host the event to invest a lot of money in something they might not get a dividend from. Because although the cities/nations use a lot of money on plans and reports that the event owner requires from the bid cities/nations is there no guarantee they will be awarded the event.

This means that in a bid process do the quality of the event and the investments needed in order to get it, increase with the number of candidates wanting to host the event, (assuming that the candidates have to outdo each other with quality and investment in order to be awarded the event), while it lower the odds of being awarded the event.

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The chosen topic

In the same pace as major sport events have increased interest among host candidates, have they also increased interest among analysts, and today numerous of studies has been carried out about sport mega-events, and their significance and impact at different levels.

Major sporting events are something that I will look into in my thesis as well, but I will look at it from a strategic perspective and in a Norwegian setting. By hosting major sporting events, you have to take part of a bid process where millions of money is spent, but with out getting any guarantees of being elected as the host city. Before getting involved in a bid process, do I therefore believe it is important to do strategically assessment analysis, in order to see wether you have a chance of winning or not

With this in mind, will I therefore in my thesis look at Oslo's chances as being elected as the host city in a bid for the Winter Olympics in 2022, and answer to the three following questions:

- What factors influences IOC members' choice of the next host city?
- How is Oslo's chances to be awarded the games, taking the competition into account?
- Should Oslo bid for the 2022 Winter Olympics?

Chapter 1 – The Olympic bid process

Structure of the thesis

In this chapter do I start of by giving an introduction to the Olympic bid process, in order to give an understanding of what this process involves. I therefore look into the history of the bid process, as well the financial side of it and how it is organised today. I also in this chapter give an overview on how Oslo has become a possible bid candidate for the winter Olympics 2022. In the 2nd chapter do I look at the first question asked in the topic of this thesis (what factors influences IOC members' choice of the next host city?), and introduce a theory and a studies done on this issue. In chapter 3, do I identify Oslo's possible host competitors, before I use the theory from last chapter, to do an assessment analysis of Oslo's chances to be awarded the Olympics. In the last and 4th chapter do I sum up the findings from the analysis from chapter 3, before I do my conclusions in relations to the questions asked in the topic of this thesis.

The history of bids for the Olympic games

The first Olympic games was founded in 1894 and staged in Athens in 1896, but the first Winter Olympics did not take place before 1924 in Chamonix. Until 1992, the Winter Olympics had been staged every four year in the same year as the Summer Olympics. After 1992, the Winter Olympics split from the Summer Olympics, and starting with 1994 games in Lillehammer is the Winter Olympics still held every four year, but now two years after the Summer Olympics.

Fedderson, Meanning and Zimmermann (2007) divide the history of Olympic bidding into five phases and argue that competitive bidding only characterize the last two phases. In phase 1 (1896 to the World War 2), the Olympic games were held in Western Europe or in USA, with little competitive bidding, and only simple applications as the bid. In phase 2 (1950's – 1970's) the number of bids began to increase and location became more global with Sapporo (1972) for the winter Olympics and with Melbourne (1956) and Mexico (1968) for the Summer Olympics. In this period did the candidate cities have to aware to a small questionnaire and

deliver a small bid book as their bid. In the 3rd phase (1980') fewer cities were interested in bidding, and for Lake Placid (1980) and Los Angeles (1984) were there only one applicant city, and for this Olympic the bid process was more a negotiation between the bid cities and the IOC. After the financial success of the Los Angeles games in 1984, were more cities interested in hosting the games again, and it became a more competitive bidding. The candidate cities had to deliver applications and bid books, as well as handing in a Host City Contract. The repercussions of the IOC corruption scandal of Salt Lake City led to fundamental changes, and gave us the bid process we have to day, and is explained in greater detail in the next section. Appendix 1, shows the history of the Olympic games divided in the different phases.

The Olympic bid process today

Due to the success of the Los Angeles Olympics do cities today have a positive view on hosting the games, and look at it as a platform for promotion of the national unity and coherent articulation of national identity. An economical windfall coupled with a substantial urban makeover would also be a motivation factor for hosting the Olympics, and a successful hosting would offers global exposure, prestige and legitimacy to the host city and the entire country. (Varrel, Kennedy 2011)

As the Olympics has grown over the years, has the organising of an Olympic game also become very complex. Nine years before the game is held, does the IOC receive applications from candidate cities. The bid process takes approx. 2 years, and the host election is done 7 years ahead of the Olympics, since that's how much time a host city needs in order to organise the games. Before the IOC bid process starts do even countries and National Olympic committees (NOC) have there own selection process in order to find the city that is going to front the nations application, but I will for now focus on the IOC bid process.

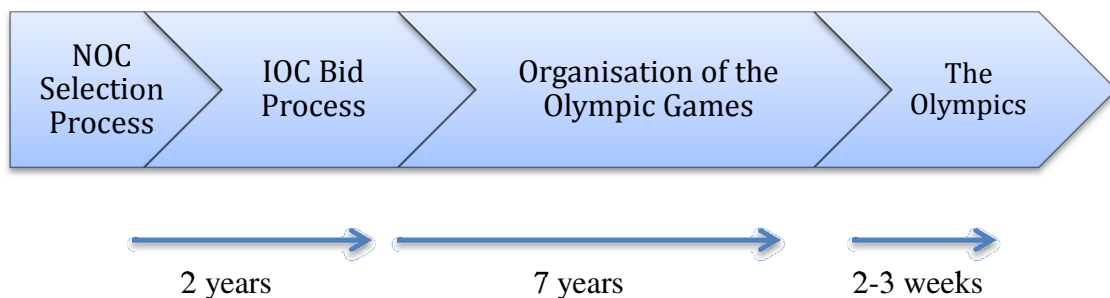


Figure 1: The process of organising the Olympic games.
Source: IOC (2009)

Today's IOC bid process extends over a time period of 2 years, and consists of two phases. Phase 1 (candidature acceptance procedure) lasts for approx. 9 months, and the main goal is for the cities to be accepted as a candidate city by the IOC executive board. During this phase do the NOC submit the name of the applicant city and sign the Candidature

Acceptance Procedure, before a working group from the IOC do a review of each city’s potential to organise the specific Olympic Games. Cities will be asked to reply to a questionnaire involving topics like; vision, concept and legacy, sport and venues, environment and meteorology, accommodation, transport, government and public support, finance and marketing etc. The answers from the applicant cities are submitted in a report from the working group in order to help the IOC Executive Board select the cities that will become candidate cities and move on to phase 2.

Phase 2 is known as the “candidature procedure”, and all the cities that gets to this phase are all considered to have the potential of organise the specific Olympics. The phase last for approx. 15 months, and here the candidate cities are required to submit the city’s blueprint for the games; The Candidature File and Guarantees, which is an in-depth description of their Olympic project. International promotion is now allowed, and each candidate city do also get a visit from the IOC Evaluation Commission. Based on the visits and the candidature file do the Evaluation Commission make a report for IOC members to review, before the final election of the host city is done by the IOC members.

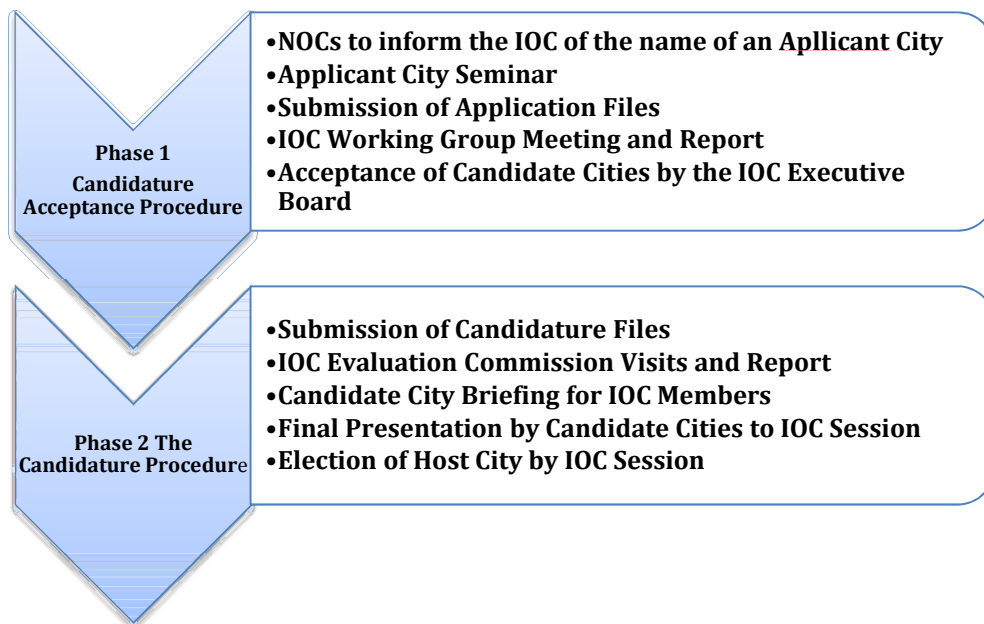


Figure 2: IOC bid process

Source: IOC (2009, 29)

A detailed overview of the bid process for the Winter Olympics 2022 is shown in appendix 2.

The NOC selection process

According to IOC homepage is the mission of the National Olympic Committees (NOC) to develop, promote and protect the Olympics Movement in their respective countries. The NOC's are also the organisations that supervise the preliminary selection of potential bid cities. Before a candidate city can compete against cities from other countries, does it first have to win the selection process by the NOC in its own country.

How the national selection process take place varies from country to country, and also from times to times, so I will therefor in this section only focus on the Norwegian process in front of a possible bid for the Winter Olympics in 2022.

The NOC in Norway is; The Norwegian Olympic and Paralympic Committee and Confederation of Sports from now on referred to as NIF.

In a press release from NIF (2011) do Børre Rognlien the President of NIF's give the following explanation on how the NOC selection process started in Norway:

Based on the fact that NIF's General Assembly has adopted that Norway should serve as the host of major sporting events on regular biases, decided the executive board of NIF on the 25th of Aug. 2011 to collet information and point of view from all national federations and regional confederations on whether Norway should consider to bid for the 2022 Winter Olympics or let the opportunity pass. (NIF, 2011a)

He also explains in the same interview that NIF this time works from the following principle in NOC selection process. First will the sport organizations themselves determine whether they wish to apply for the Winter Olympics, on what terms, and where it is most optimal for the sport to host the event. Then secondly see if national political authorities and wanted applicant city show the same interest and share the same view as the sport.

After the decision regarding a possible bid for the Winter Olympics 2022 was done by the Executive Board of NIF on the 25th of August 2011, did NIF host a meeting with all national sport federations and regional sport confederations in order to see if there was any interest in placing a bid. The meeting took place on the 13th-15th of September 2011, and

the result was that the board should keep working with the case, and come back with a concrete project later. (NIF, 2011a) On the 19th of September do the board have a meeting with the 7 national winter Olympic federation, and they are asked to work further on concept for a possible bid, including where it would be best for the sport to host the game. On October the 24th did the executive board of NIF receive a sheared recommendation from the 7 Winter Olympic federations that Oslo should be the applicant city in a possible bid to the IOC. (NIF, 2011b)

Oslo and NIF agrees then on the 24th of January 2012 to start a joint process in order to present Oslo as an applicant city to the 2022 Winter Olympics. (NIF, 2012a) In February did Oslo City Council fore the first time have a possible bid on its agenda, but a finale decision whether Oslo municipality will support a bid for the Winter Olympics in 2022 will be not taken by Oslo City Council before the 23rd of May.

The laws of The Norwegian Olympic and Paralympic Committee and Confederation of Sports, requires that NIF's General Assembly shall consider the question whether a possible bid for the Olympics should be submitted to the IOC. NIF's executive board has therefor summoned to an extraordinary General Assembly on the 9th of June 2012, where a possible bid will be the only issue on the agenda. (NIF, 2012b)

If bought The City Council of Oslo and NIF's General Assembly decides to support a bid to the Winter Olympics 2022, would the only remaining and crucial decision from the bid being a reality be a financial government guarantee. It is only with governmental funding that NIF and Oslo could host the Olympics, it is therefore crucial that it gets a financial government guarantee in order to bid for the Olympics. An application for the guarantee would have be submitted by December 2012.

The financial side of an Olympic bid

The fact that hosting the Olympics needs a budget facing billions is well known, but also the bid process has its price.

The bid process spending starts with the NOC selection process using money on assessments and plans in order to present a concept to possible chair holders. Then if an application is decided to be submitted to the IOC, more money needed in order to place a

strong enough bid that can compete with other international applicant cities, which requires a lot more money than the money spent in the NOC selection process. If the bid goes to the 2nd phase and becomes a candidate city, a lot of money is also needed in order to promote the bid internationally.

In addition to these costs, do the IOC require that applicant cities pay a non-refundable candidature acceptance fee to the IOC of USD \$ 150,000, and Candidate Cities will be required to pay a non-refundable Candidature Fee of USD \$ 500,000. (IOC, 2009) These fees might sound big, but compared to the overall bid process budget, they only represent a small fraction.

How much each applicant city uses on an Olympic bid process varies from city to city, but as an example, Dr. Robert Kaspar, managing director for Salzburg, Austria's failed bid to host the 2010 Winter Olympics, stated that the Salzburg bid cost roughly USD \$ 16 million. (Forbes, 2012)

In a Norwegian perspective, had the work with the Tromsø application for the Winter Olympics in 2018 cost NOK 58 million, when the executive board of the Norwegian Olympic and Paralympic Committee decided to withdraw the application from a financial government guarantee in October 2008. That was 3 years before the IOC would have taken its final decision regarding the bid, if it had been submitted to the IOC. According to Gunnar Nilssen, the executive chief of Tromsø 2018, the budget for the further bid process of NOK 100 – 120 million, which means that only the bid for Tromsø 2018 could have cost a total of NOK 178 million. (Aftenposten, 2012)

Chapter 2 – The influencing factors in the choice of the next Olympic host city.

If all the cities had the same probability of becoming the next Olympic host city, could we just divide the number of bid cities with 1, and we would get each cities probability of becoming the next host city. But is this the case? I mean, would a city with no snow, and no history of winter sports, have the same chances of winning an winter Olympic bid as a city known for it's winter sports facilities? Would Rio de Janeiro have the same chances as Oslo to win a Winter Olympic bid? I don't believe this is the case, so I will in this chapter look at factors that influences IOC member's choice of the next host city.

Not many researches has been done over the years regarding the process of deciding who will host the Olympic Games. Westerbeek (2002) asked 135 event respondents about the importance of 69 items, identify by factor analysis decisive factors that they called; accountability, political support, relationship marketing, ability, infrastructure, bid team composition, communication and exposure and existing facilities as important for a successful bid. Fedderson (2008), did an empirical analysis of the variables determining the success of a Summer Olympic, by using a multivariate binary logistical regression model that is suitable for analysing of he IOC's yes/no decision for the Olympic games

I have however decided to base my thesis on a paper written by Holger Preuss (2000) where he use rational choice theory in order to understand what factors affects IOC members choice of the next Olympic host city, and support it with an empirical analysis that uses a multivariate binary logistical regression model, in order to see what factors determinate a successful bid for the Winter Olympics, and is written by Arne Feddersen and Wolfgang Maennig.(2012)

Rational Choice Theory

The Rational Choice Theory explains the multidimensional field of factors in reaching a decision. In 1988 Friedmann and Hechter made a diagram based on the basics of all rational choice models. In his paper "Electing an Olympic Host City: A Multidimensional Decision" Pruess uses the same model, in order to understand the motives and purposes lying behind the choices of electing an Olympic Host City. Figure 3. show how Preuss

(2000) has adopted the rational choice model to fit the Olympic system of voting for a host city.

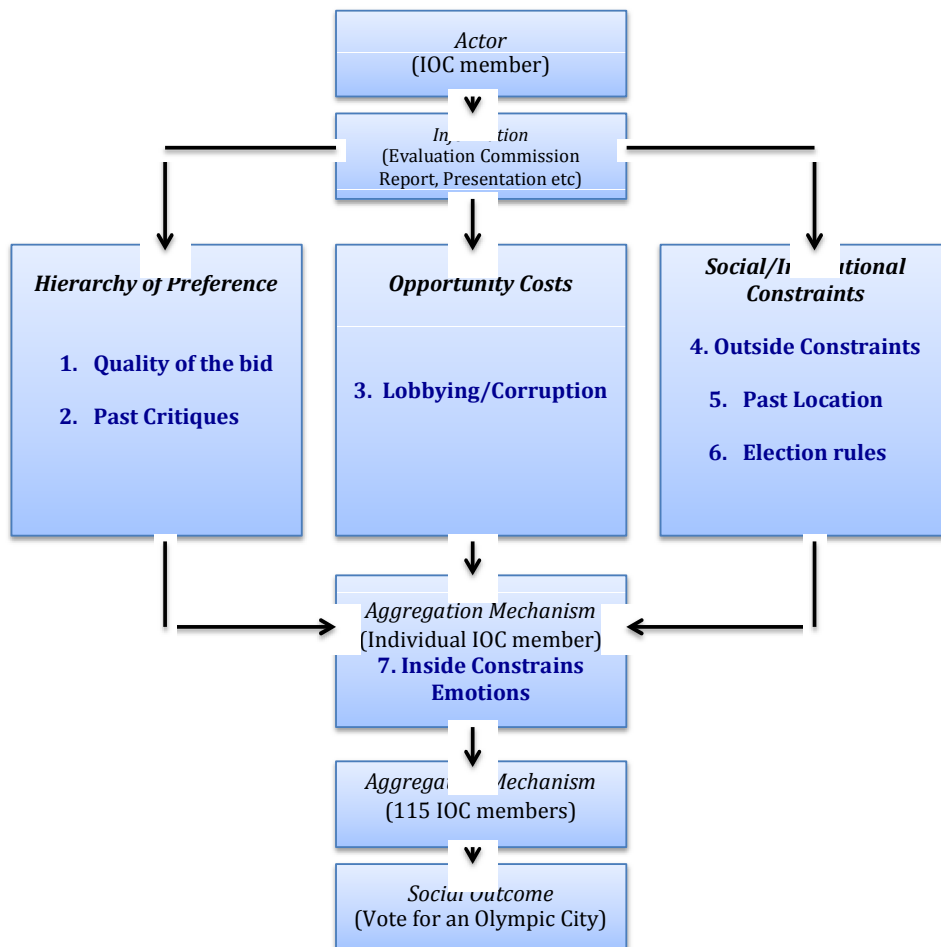


Figure 3: The Various Paths to Social Outcomes in The Rational Choice Explanation.

Adapted to the Olympic system of voting for a host city and showing the factors influencing the decision of IOC Members. Source: Preuss (2000)

Rational choice theory relies on the conceptions that actors are purposive and intentional. They are conceived to have given preferences, and act with the express purpose of attaining ends that are consistent with their hierarchy of preferences. (Preuss, 2000)

In the Olympic rational choice model (figure.3), can we see that the IOC-members are the actors, and in order for IOC-members to build up preferences is information an important factor. Rational Choice models usually make assumptions that the actors have enough

information to make the correct decision among alternatives, the preferred host city among IOC-members do however usually vary. Friedman/Hechter (1988) explains situations where people are subject to the same structural constraints, but behave differently to be due to having different information about their consequences of their actions. IOC-members get their information from the IOC Evaluation Commission, Candidature Files, Candidate cities presentations and so on, but information might be lacking or vary among members, due to the complexity of the Olympic Games and how much each member gets in to the given information. The amount of information that actors have can therefore affect decision, independently on constraints or preferences.

In order to make a decision based purely on the IOC members' preferences, would you also have to look at the preferences and goals to the external surroundings, which would create certain constraints. These constraints would drive from scarcity of resources (opportunity costs) and from social institutions. (Preuss, 2000)

Opportunity costs are those costs associated with forgoing the next most attractive course of action, and these costs will vary considerably for each IOC-member. (Friedman, Hechter, 1988, p.202)

Institutional constraints on the other hand is constraints set up by social institutions like; religion and culture. Every IOC-member would have different culture and religious background, which will create ethical and moral considerations. Enforceable rules of the game like voting rules, norms and laws, is also institutional constraints which would affect the outcome. To sum this up could we say that; according to the rational choice model do factors that affect the outcome of an Olympic bid come from three different fields; preferences, opportunity costs and institutional constraints.

As you can see in figure 3, is the last element to a social outcome in a Rational Choice model the Aggregation Mechanism. In an aggregation mechanism, separate individual actions are combined to produce the social outcome. This means in the case of an Olympic bid that the IOC-members individual considerations are first combined with the decision to set up a ranking of the candidate cities before the votes from all IOC-members produces the social outcome, which in this case would be the announcement of the next Olympic Host City.

This was a short introduction to Rational Choice theory, and how it take place in the process of voting for an Olympic host city. I will therefore now go into detail of the three superordinated fields of decision making in order to look at the seven factors Preuss -in his paper- has pointed out to influence the decision of IOC-members vote for an host city.

Field 1) Hierarchy of Preferences

Quality of the bid

As you could see from chapter 1, has the complexity of an Olympic host city bid grown over the years, and today do cities go through a two step competition in order to become the next Olympic host city. When the IOC-members are going to vote for the “best” host city is the quality of the bid an important factor. A lot of information is needed in order to find the “best” host city, but due to the size and complexity of the Games is it impossible for each IOC member to gather all the information needed.(Preuss, 2000) The IOC has therefor over the years come up with a sett of manuals and procedures the cities have to follow in order to deliver serious bids with high quality.

In the first part of the bid process, do a working group composed of IOC members, members of the IOC administration, and external experts make an assessment of each applicant city in order to see witch cities has the potential to organise successful Olympic games. Base on the results from the assessments do the IOC Executive Board then accept cities to become candidate cities and go on to the 2nd part of the bid process. In the 2nd part of the bid process is an Evaluation Commission appointed by the IOC president. The Commission is composed of IOC members, representatives of the International Federation (IFs), National Olympic Committees (NOCs), athletes, and the International Paralympic Committee (IPC), and advisors. (IOC, 2011)The main task of this commission is to conduct an on-the-ground analysis of the candidate cities, and deliver a report to assist IOC members electing the host city. The report is based on the candidature files and a visit to each candidate city.

The systematic collection and presenting of pertinent data from candidate cities, do clearly provide IOC members with a lot of information, however, this strategy can potentially lead to information overkill and make much of the data useless in order to objectively vote for

the “best” host city.(Preuss, 2000) Two aspects make the reason for this: First, the influence of a specific city on the Olympic Movement is marked by uncertainty. Second, there is more than one candidate capable of being able to perform adequately task of staging the Games.

Influencing factors on the “Quality of the bid” is shown in figure 4 below

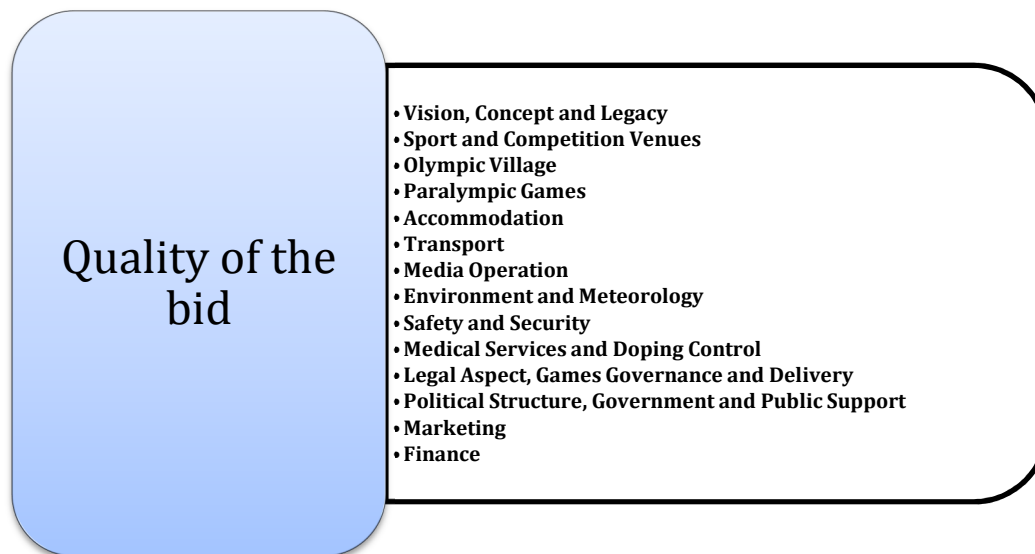


Figure 4: Influencing factors on the “Quality of the bid”

Source: IOC Evaluation Commission for the Games of 2018

Past Olympic critiques

According to Preuss’s rational choice model do past critiques of the Olympic games have an influence on IOC- members’ vote for the next Olympic host city. He also compares the IOC management of the Olympic movement with how a captain controls his ship. Like a captain of a ship the IOC has to avoid collisions with cliffs. By sailing in a new direction to avoid one cliff, other cliffs appear. (Preuss, 2000,p 93).By this he means that by resolving one problem, you might another problem to life. Eg. The financial problems of the Olympics in Montreal 1976, lead to a nearly unlimited commercialization into the Olympic movement. This took care of the financial situation, but it also took away attention from other important factors of the Olympic movement like the athletes, culture events, the environment and so on, witch led to other problems like the environmental critiques of Albertville in 1992.

To support his theory about past Olympic critiques having an effect on the IOC members vote for the next Olympic Games, Preuss gives four examples where this could be the case:

1. Voting Los Angeles 1984: A chance to finance the Games through private sources as a result of the professionalization of Olympic Sports. In 1981 the amateur paragraph was eliminated and Olympic contracts concerning commercialization were liberalized. These changes occurred during a series of financial crises which were exemplified by the 1976 Games of the Olympiad hosted by Montreal and the withdrawal of Denver from the 1976 Olympic Winter Games.
2. Voting Atlanta 1996: A chance to gain the highest revenues from television, sponsoring and ticket sales. The voting took place at a time when the Olympic Movement was still financially dependent on the host city.
3. Voting Sydney 2000: The concept of “Green Games” in a politically safe surroundings. The voting took place right after the ecological disaster of Albertville 1992, and the Olympics from 1972 -1984 had all had its political scandals, and a vote to Sydney would political be safer than Beijing.
4. Voting Athens 2004: Had a high budget for cultural elements and an emphasis on the athletes was featured. The voting took place right after the critiques about Atlanta’s “over-commercialization” (Preuss, 2000, p93)

Field 2) Opportunity cost

Lobbying and Corruption

Knowing the history of the 1998 and 2002 Winter Olympic bids it comes obvious that the aspect of opportunity costs has a great influence on the vote of IOC members. In 2006 a report to the Nagano region’s governor said that the city provided millions of dollars in an “illegitimate and excessive level of hospitality” to IOC members, including \$ 4.4 million spent on entertainment alone. (ESPN, 2006) This gives an example on what “costs” IOC members is missing out on by giving a vote based on objective aspects. It also means that the more lucrative the Olympic games come through lobbying/corruption; the more costs grow for individual actors when voting for a city based on objective aspects

With the following statement do Friedmma/Hechter (1988, p.211) explain why lobbying has become important in order to find a rational decision: “*Under conditions of objective*

uncertainty actors are robbed of the implements necessary to make a rational decision and they thereby are motivated to seek the advice and counsel of their fellow”. Conditions of objective uncertainty do clearly exist in the decision of finding the next host city, because of the complexity of the information needed in order to make the decision. IOC members’ discussions with each other as well as with city and bid committee representatives might therefor have an influence on the IOC members’ preference.

The line between lobbying and corruption is though very fine. Acceptable actions of providing information and arguments through lobbying can easily be crossed and become corruption if the information is served with gifts or other benefits to IOC-members.

Due to the fact that IOC is composed of a group of international, multicultural individuals from different societies all over the world, and have different cultural, political and religious backgrounds, makes it possible that each member has a different understanding of what’s corruption and what’s lobbying. One society or culture might see gift giving as a corruption act, while another society might see it as an entirely non-corrupt act.

After the corruption scandal broke in December 1998 has IOC taken action against corruption in the organisation. In 1999 they created the IOC Ethics Commission who is in charge of defining and updating the Olympic movements ethical principles (The Code of Ethics), as well as doing investigations regarding complaints raised in relation to violations of this principles. Due to the Code of Ethics is the practice of giving gifts to IOC members strictly forbidden, and IOC members can no more visit any of the applicant/candidate cities during the bid process. (Olympics.org)

Although IOC today has a set of rules against corruption is there no guarantee that they are held. The opportunity costs will always be there, and together with the vote being anonymous, might people see the risk of getting caught to be low.

Field 3) Institutional and social constraints

Outside Constraints

Outside constraints are derived from the environment. IOC members come from countries all around the world, and have different political, cultural, religious and social

backgrounds. The factures from their backgrounds is the “outside constraints” that might influence their vote for the next host city. According to Preuss (2000, p.96) can you divide these constraints into three groups: institutional, cultural/religious and social.

Institutional constraints would work as constraints if an IOC member that comes from a specific political system (e.g. communist country) has an “outside” pressure to support a candidate embedded in his/her system or not support a bidding city belonging to another system. Other institutional constraints could be if an IOC member come from or is strongly related to the same continent, the NOC or the candidate city.

Cultural/religion work as constraints in the same way as institutional, but here it is religion, ethics and moral that work as the pressure.

Social constraints might work as constraints if an IOC member is a friend of representatives of the candidate city, or is in a group of members voting for a specific candidate and there by feel a pressure to vote for this candidate.

Outside constraints and lobbying/corruption is closely connected and related to one another. For example, does lobbying become easier when one can “play” up on outside constraints, while outside constraints can force IOC members to lobby others.

Past Location

This factor argues that there is an “outside constraint” for IOC members to keep the Olympic rotating around the world, due to the fact that the Olympics are an event with worldwide interest. Preuss (2000, p.97) gives two examples on the importance of the past location in the decision of a host city.

1. Decisions by political system: In 1980 where the Games given to Moscow (Eastern bloc), while the Winter Olympics where given to Lake Placid (West). In 1984 on the other hand where the Games given to Los Angeles (West) while Sarajevo was given the Winter Games (Eastern bloc).
2. Decisions by lobbying: For the Winter Games in 1992, was Falun the favourite candidate to win, but Albertville ended up as the winning city. This regardless of the fact that France had already hosted the Winter Olympics on two separate occasions and that the Games were to be spread all over Savoy. The rumor from this election has it that the Spanish group was lobbying for Albertville, because if Albertville got the Winter Olympics would it reduce the chances of Paris winning the Games for 1992, which again would increase the chances for Barcelona.

By looking at the statistics, can you see that Europe and North- America is the continents that has hosted the fare most Olympics, but Asia, Oceania and South – America has also been shown the honor of hosting the Olympics. This leaves Africa as the only continent that hasn't been given the Olympics Games, and by arguing the case that the Olympic ideals should be respected, the media put pressure on the IOC to consider an African city as the host, witch make the “location” factor a “outside constraint”.

Election rules

As it has been show is “Quality of the bid”, “Past Critiques”, “Lobbying/Corruption”, “Outside Constraints” and “Past Location” the factors that according to Preuss Rational Choice model influence the ranking of candidate cities among IOC members. Strategic voting can though, however, change the “preferred” ranking, and is therefor mentioned as an influencing factor.

IOC voting system is based on the “Hare-rule”. Hare- rule is a system that ensures that the winner comes from the majority of the voting sample, but it's also a system that supports strategic voting.

The IOC Hare-rule voting system works as follow; every IOC member entitled to vote gets one vote and the city with a simple majority wins the election. If no city reach majority in the first round, is the city with the least votes dropped, and the same process is repeated until a city reach a simple majority.

The reason why this system could lead to strategic voting is that a small group of IOC members can eliminate cities, which originally were perceived as having a great chance of winning if the IOC members are able to influence the order of the elimination. (Preuss, 2000, p. 98) For example, has Eichner (1996) constructed a hypothetical preference profile, which shows that strategic voting could be the reason for the choice of Atlanta as host city in for the Olympics in 1996.

Until 1990 were the IOC members informed about the number of votes in each round. In order to reduce the strategic voting, however, did the IOC in 1993 change the voting rules, so today is only the eliminated city announced, and no number of votes. (p98)

This surly makes it more difficult to vote statically, but by knowing each others preference profiles in advance would it still be possible.

Inner Constrains, Emotions, and Personality

This seventh and last factor refers to people's feelings, involves moment of emotion and personality. Feelings create constraints by all the factors explained above. The pressure and high complexity of “inner constraints” mixed with emotions can results in irrational behavior, and therefore be an influencing factor of the choice of the next host city.

An Empirical analysis of the Winter Olympic bids from 1992 to 2018

I do in this section give an introduction to the variables and the results from the empirical analysis that I will use to support the arguments in Pruss Rational Choice model. The analysis “Determinants of successful bidding for mega events: the case of the Olympic Winter Games” is done by Feddersen & Maennig (2012) and is presented in the book “International Handbook of the Economics of Mega Sporting Events” by Maenning & Zimbalis (2012)

Their dataset consist of all the 48 cities that submitted an application for the Winter Olympics from 1992 to 2018, and all data is taken from bid books, reports of the IOC Evaluation Commission and from the World Bank.

Variables

The variables they used in their analysis was:

Altitude – altitude above sea level of the bidding city.

Snow – average snow height, measured in centimetres in the relevant period.

Precipitation – average precipitation in the relevant period.

Existing venues – the number of already existing venues, measured as a share of the total number of Olympic sporting facilities.

Beds – numbers of available hotel beds within 50 minute of traveling time around the Olympic Village.

Distance – the average distance (km) from the Olympic Village(s) to the sporting venues

Olympic Villages – the number of planed Olympic villages.

Distance airport – Measures the distance from the Olympic center to the nearest international airport.

Rotation 1 – dummy variable that takes a value of one if a bidding city is located on the same continent as the host city of the previous Games.

Rotation 2 – dummy variable that counts the number of Games held on continents other than the applicant's continent.

Consecutive bid – dummy variable that takes a value of one if a city applied consecutive time was included.

Inflation – the national purchasing power adjusted per capita GDP in constant 2000 US\$

Population – number of citizens in bid city.

Corruption – measured by using the Corruption Perception Index (CPI) from Transparency International.

Results

The results from their analysis show that the altitude had a positive impact on the probability of winning a bid. By adding 100 m of altitude and holding the remaining independent variables at their means would raise the winning probability by 7,3 percentage points. One additional centimetre of snow will raise the winning probability by 0,4 percentage points, while one additional millimetre of average precipitation during the time period of the games decreases the probability by 0,5 percentage points. The share of existing venues turned out to have a positive impact. By increasing the share of already existing facilities by one percentage point from 50-51 percent yields an increase in the probability of a successful bid by 0,3 percentage point. The numbers of Olympic Villages turned out to be an insignificant variable, meaning it had no impact on the winning probability of the bid. The distance variable, displaying the average distance between the sporting facilities and the Olympic Village implies a decrease in the probability of winning the bid by 2,4 percentage points if the distance increases by one kilometre. A large distance from the Olympic centre to the nearest international airport turned out to have a negative impact, one additional kilometre from the airport to the Olympic centre decreases the probability by 0,1 percentage point. The number of available hotel beds within 50 minutes of traveling time around the Olympic village has a positive impact, and 1000 additional beds raise the winning probability by 0,6 percentage points. Bought of the dummy variables looking for a rotational impact turned out to be insignificant, which means there is no signs of an existing implicit preference of continent rotation by the IOC.

The population of the bidding city has a positive impact, an additional of 100 000 inhabitants will increase the winning probability by 0,7 percentage points. A rise in inflation by one percentage point will on the other hand lower winning probability by 0,3 percentage points. The last variable, which is corruption, shows that on additional point of the CPI, which can be translated into a smaller level of corruption in the observed country will increase the winning probability by 14,4 percentage points

In order to evaluate the success of the prognosis, did they use a further test of the goodness of fit of an estimated binary regression model, with the result that 95,8 percent of the prediction in the sample was correct. Meaning that the model was able to predict the outcome of 95,8 percent of the bids.

CHAP 3 - Oslo vs. it competitors

The idea behind this thesis was to look wether it would be strategically wise of Norway to bid for the Winter Olympics in 2022 in respect to its chances of winning and the costs of placing a bid. I will therefor in this chapter use the theory from last chapter and compare Norway's possible bid against, other nations that at this stage are candidates to place a bid.

The Competition

According to the web-page gamesbids.com is it at this stage five nations that considers to apply for the Winter Olympics in 2022; Ukraine, Norway, Switzerland, USA and Germany.

The Ukraine President Viktor Janukovitsj announced on the 12th of April that Ukraine would be bidding for the Winter Olympics 2022. The President stated that feasibility studies are being conducted in the west of the country by an Austrian company, but a final report would not be ready before at the end of this half year. (GamesBids, 2012a)

In the U.S., several cities (Salt Lake, Denver and Reno-Tahoe) have shown interest in hosting the 2022 Winter Olympics, but the United States Olympic Committee have not yet decided on whether to bid or not. USOC officials has also stated that USOC will not bid

for any Game until it agrees on a new revenue-sharing deal with the IOC (Reuters,2010), and at this stage is a new agreement not I place.

Munich and Germany bided for the Winter Olympics in 2018 but lost against PyeongChang. In a declaration by the General Assembly of DOSB (the German Olympic Sport Confederation) for the Olympic bid in December 2011, did the DOSB state that they want the Olympic and Paralympics to Germany, and stand ready for a new application, if the underlying conditions and a reasonable prospect of success is there. (DOSB,2012) Questions regarding what year and whether for summer or winter games was though left open. However, on the 15th of April in 2012 did the Focus news magazine report that Munich is considering another Winter Olympic bid for either 2022 or 2026. (Focus, 2012)

On the 19th of Nov. 2010 granted the Swiss Olympic sport Parliament the office of Swiss Olympic an order to consider a Swiss candidacy for the 2022 Winter Olympics, on the conditions that Munich and Annecy failed in the bid for the 2018 Winter Olympics. Their bids failed and on the 21. Dec. 2011 was the founding of the "Olympic Winter Games Graubünden» presented. The President of the association is Tarcisius Caviezel, and St. Moritz is defined as "Host City". (Swiss Olympic, 2012)

This is how the situation looks in the other countries that consider placing bids for the Winter Olympics in 2022, and how Norway's situation is stated in the first chapter. Since the US haven't decided on a potential host city, or whether they will place a bid or not, will I not do any further analysis of a possible bid from the US in this theises, since it will be to many unsure variables. The same also applies for Ukraine since there is too little information to build upon before the report is ready. I will therefor in my further analysis only focus on the potential bids from Germany and Switzerland and what effect they will have on Norway's chances to win the Winter Olympics 2022.

Quality of the bid

Preuss (2000) showed in his study how the "quality of the bid" could be one of the factors influencing IOC members' choice of the next host city. Feddersen & Maennig (2012) on the other hand used different variables in an empirical analysis in order to find out what determines a successful bid. Some of the variables Feddersen & Maennig (2012) used like;

altitude, snow dept, precipitation, existing venues, number of available beds, average distance to sporting venues, distance to nearest international airport and number of Olympic villages, can be directly linked to the factor Pruess calls “quality of the bid”.

Ignoring the variable “number of Olympic villages” did all the mentioned variables show an impact on the success of a bid in Feddersen & Maennig analysis. We should therefore by looking at these variables in each of the potential host cities, -and comparing them against one another- be able to say something about which of the cities would be the “preferred” city to host the Winter Olympics in 2022 based on the quality of the bid.

Feddersen & Maennig (2012) have in their analysis collected most of their data from the cities bid books and the reports from the IOC Evaluation Commission. Since none of the cities has submitted a bid yet, is this not possible in this case. In a situation like this will most of the data be very uncertain, since all of the cities at the moment are only looking at their opportunities to host the Winter Olympics. Munich did however submit a bid for the Winter Olympics in 2018, and since there is a relative short period between the announcement of the 2018 host city and the due date to submit a bid for the 2022 Games, is their reason to believe that a new possible bid from Munich will differ much from the 2018 bid. I have therefore chosen to use the IOC 2018 Evaluation Commission Report (2011), together with in order to collect data to the possible 2022 bid from Munich.

Oslo hasn't on the other hand submitted a bid to the IOC since they hosted the Winter Games in 1952, and it will therefore not be possible to use a previous bid as a base for the possible 2022 bid. The Norwegian media has though followed the national pre-bid process closely, and together with data from Statistics Norway and Meteorological Institute do I consider it as being good enough data to give us an overview on how an possible bid will look like in terms of the given variables.

St. Moritz is in the same situation as Oslo and hasn't submitted an Olympic bid for the last 50 years, but the Swiss media hasn't followed the national pre-bid process as close as the Norwegian, which has made it more difficult to collect data. The Swiss bid committee has however opened a homepage (www.gr2022.ch) with relevant data, and together with Meteo Schweiz and Statistik Schweiz has it given some relevant information, but unfortunately has it left some holes in the data set as shown in figure 5.

Variables	Oslo	Munich	St. Moritz
Altitude	10	512	1767
Snow (cm)	30	*	118
Precipitation (mm)	45	52	25
Existing venues (%)	54 %	54 %	46 %
Beds	31000	53000	11000 +
Distance SV (min)	15	12	*
Distance AP (km)	50	40	200
Olympic Villages	2	3	2

Figure 5: Dataset, showing the approx. values of the listed variables for Oslo, Munich and St.Moritz

The data in figure 5, want become a hundred percent correct, before all three cities have submitted a bid, but from the data we have at this stage, do we have an good enough overview to tell what variables will become the cities advantages and disadvantages in a possible bid.

St. Moritz biggest advantages are clearly the weather conditions, and the climate. St. Moritz is located in a higher attitude then the two other cities, and has therefor more stable winter conditions, with a solid average snow height in the month of February, and less precipitation compared to the two other cities. Stable winter sport conditions reduce the risk of potential disturbances and time delays due to the weather. E.g. Is the “Holmenkollen fog” a well know phenomena, that has delayed several ski jumping competitions in Holmenkollen (Oslo). I haven’t been able to find any data about the average distance between the Olympic Villages, and the sporting venues. However, according to the bid committees’ homepage does it look like they will end up with dividing the sporting venues between St. Moritz and Davos. This gives reason to think that they also will have an Olympic village in each of the cities, and due to the small size of bought of the cities, is it hard to imagine big distances between the Olympic villages and the sporting venues. Compare to the two other cities, does St. Moritz on the other hand have a disadvantage regarding the distance from the closes international airport to the Olympic center. The closest international airport to St. Moritz is in Zurich, which is approx. 200 km

from St. Moritz. The biggest “question mark” in a possible St. Moritz bid would however, be the hotel capacity or in other word the number of available beds. IOC requires that the host of the Winter Olympics needs a minimum of 23,300 available beds within a radius of 50 km from the host city in order to host the games. St. Moritz is a small city with a population of only 5300 people, and although it’s known for its winter tourism has it at this stage only a capacity of 5057 available beds. Davos is another city within in this 50 km radius, and according to Statistik Schweiz has it 6262 available beds. Ignoring the capacity in these two cities, does St. Moritz still miss another 12000 beds in it 50 km radius in order to meet IOC requirements. The Graubünden canton where bought St. Moritz and Davos is located has however, according to the Statistik Schweiz 44,732 available beds, but where this beds is located except from the 11000 bed in St. Moritz and Davos is unknown, but the 50 km radius covers a lot of the canton, and St. Moritz might therefor be able to reach the requirements. In addition do St. Moritz also have some Italian towns/cities like; Chiavenna, Morbegno, Sondrio and Tirano, in it’s 50 km radius who might be able to help them out. This might indicate that St. Moritz will reach the requirement of 23,300 beds in a radius 50 km, but there is a great deal of uncertainty in this numbers, and I see the therefor the uncertain hotel capacity as S. Moritz biggest disadvantage.

When it comes to the data from Oslo and Munich, can we see that they have many of the same advantages and disadvantages, and in most cases are they opposite to the conditions in St. Moritz. Comparing to St. Moritz is Oslo and Munich biggest disadvantages the climate and the weather condition. Although Oslo is located further north then the two other cities, is the altitude close to sea level, which places it in a humid climate with more precipitation and not as solid snow conditions as St. Moritz. The snow height data from Oslo is based on the snow height in the city center of Oslo. The outdoor sports will however take place in Holmekollen, which is located at an altitude of approx. 350 m above sea level, and will therefor have better snow conditions then the city of Oslo, but Oslo can still not offer as stable winter sport conditions as St. Moritz. Munich is located at a much higher altitude then Oslo, but between these three cities do Munich however have the “worst” winter sport conditions, with an average of 52 mm precipitation in the month of February, and a unknown snow height, but is likely to be close to zero. The outdoor sports are however planed to take place in Garmich- Partenkirchen which are a well know winter sport arena and has ferly stable weather conditions. The IOC Evaluation Commission did

also in their report from the 2018 state that the average weather conditions at the proposed locations at Games-time were satisfactory in the Munich bid.

Bought Oslo and Munich has ferly short average distance between the Olympic villages and the sporting venues. In Oslo is the distance likely to end up around 15 minutes while Munich has an average of 12 minutes. Munich is however according to 2018 bid book planning to have three Olympic villages while Oslo is planning for two, which is likely to be the reason why Munich has a lower average. Both of the cities do also have a good safety margin in relation to the IOC requirement of 23,300 available beds in a radius of 50 km from the host city. The distance from the closest international airport to the Olympic center is compered to St. Moritz relative short, which is an advantage to Oslo and Munich. Oslo and Munich biggest advantage is therefore that they by short distances and big hotel capacity are able to fulfill the extensive need for accommodation and convenience to the Olympic family, spectators, media and athletes.

Past Critique

The second factor Preuss points out to be an influencing factor on IOC members' preferences regarding the choice of the next Olympic host city is "Past Critique".

The figure below shows what types of critics the last four Olympics has faced:

2004 Athen	<ul style="list-style-type: none">•Late organization•Lack of sustainability
2006 Torino	<ul style="list-style-type: none">•Low spectater attendance
2008 Beijing	<ul style="list-style-type: none">•Gigantism•IOC control•Politics
2010 Vancouver	<ul style="list-style-type: none">•Uncertain weather and snow conditions

Figure 6: Critiques from the Athens, Torino, Beijing and Vancouver Olympics

The Summer Olympics in Athens 2002 got critiques for being behind schedule on many of their constructions just months before the opening ceremony, as well as lacking sustainability and legacy for many of their venues. I don't think this will have any impact on any of the possible bids from the three host cities, when bought Germany, Norway and Swiss has an reputation of being loyal and professional. IOC has in recent years also put more focus on sustainability and legacy, and has among other things included bought legacy and environments as topics in the their questionnaire that the candidate cities has to answer too. This means that all candidate cities has to implement sustainability and legacy in their Olympic planning, in order to become the next host city.

The Torino Winter Games in 2004 got critiques for having low spectator attendance in some of the disciplines.(Wikipedia, Torino Olympics) This could favor candidate cities from countries with great winter sport traditions, arguing that nations with great winter sport traditions show more interest and is therefore more likely to fill stadiums.

PyeongChang did however get elected as the host city for the Winter Olympics in 2018, and since Korea is no bigger winter sport nation the Italy, do this speak against the argument mentioned above. Both Germany, Swiss and Norway is known for being winter sport nations, so regardless to whether the argument is durable or not would it be hard to tell what city would benefit most from the argument.

The Olympic games in Beijing 2008 was criticized for taking the Olympics to gigantism, as well as violations on human rights and for giving political support to repressive regimes (such as Zimbabwe, Myanmar, Sudan and North Korea). (Wikipedia, Beijing Olympics) The three possible bid cities in this paper come from the same political system, and has the same view on human rights, which makes it hard to believe that the political critiques and violations on human rights from this Olympics would be an advantage or disadvantage for any of the cities.

The first Olympic Winter games where held in small winter sport villages like; St. Moritz and Lake Placide, and had only a few hundred participants.(Gold, Gold, 2011) The games have over the years grown, and the last Winter Olympics has been hosted in big cities like; Vancouver and Torino, and had just above 2500 athletes participating. Due to the large increase in the size and impact of the Olympic games are they now being criticized for gigantism, which means that if the increase continues will few cities be able to host the

games. The IOC has taken action in order to avoid gigantism by limiting the number of athletes to 2500 for the Winter Olympics and 11000 for the Summer Olympics, and J. Rogge has also stated that if new disciplines is to enter the Olympic program, would others have to removed in order to not exceed the number of 87 and 302 medal decisions.(Spox.com, 2012) Since bought Oslo and Munich is big cities, respectively with populations of 613000 and 1,4 millions (Wikipedia), could the gigantism critic gain St. Moritz (population of 5000). Because by awarding the games to St. Moritz IOC could take the Winter Olympics back to it's "roots", and show the world that you don't have to be a big city in order to host the Winter Olympics.

The last Olympic Game that has been hosted was the Winter Olympics in Vancouver in 2010. This game was criticized for its unstable weather conditions. (Daily News, 2010a) Due to warm and wet weather in the weeks and days before the games started, ended the games up with unstable winter sport conditions. E.g. was the organization committee forced to postpone the men's downhill, due to the warm, wet weather that had turned the slopes into mush. (Daily News,2010b) If past critique has an influence on the preference in the choice of the next Olympic city, would this be an advantage to a possible bid from St. Moritz, since that is the city that can offers the most stable winter sport weather conditions among the cities in this thesis.

Lobbying and Corruption

Lobbying and corruption is the third factor Preuss (2000) points out to be an influencing factor in IOC members' choice of the next Olympic host city. Feddersen & Maennig (2012) did also see corruption as an important variable in the bid process, and implements the Corruption Perception Index (CPI) from Transparency International as an independent variable in their analysis. The CPI ranks countries and territories according to their perceived levels of public sector corruption, and can therefore not be directly be linked to IOC bidding process. Feddersen & Maennig do however emphasizes the use of the CPI as reasonable because members of local Olympic organizing committees interact closely with local government officials. The index range from 0 to 10, with 10 being a complete lack of perceived government corruption, 0 indicating extremely pervasive government corruption.

The result from their analyses showed that the CPI had a significant impact on the winning probability. Which means that a high CPI would increase the winning probability.

The CPI for Norway, Swiss and Germany from 2011 is given below, and it shows us that the index differences among the potential bid cities countries is very small. However, if the CPI turns out to be a valid variable for the importance of corruption in the IOC selection process, would this mean that it would favor a possible bid from Oslo in a election against the two other potential bid cities.

	Norway	Germany	Switzerland
CPI	9	8	8,8

Figure 7: Transparency Internationals Corruption Perception Index (CPI) from 2011 for the given countries.

Unfortunately didn't Feddersen & Maennig (2012) have a variable that indicated the importance of lobbying in the election of the next Olympic host city. However lobbying is clearly a important part of the bid process, and the power of lobbying can be seen in the vote for Albertville instead of Falun in 1992, and Chappelet (2002) describes also how lobbying probably was the reason for the success of Turin against Sion in 2006. Although it is shown that lobbying is an important factor in the choice of Olympic host cities, can I at this point not see how this will be an advantage/disadvantage to any of the possible bid cities in this thesis.

“Outside Constraints”

The fourth factor Preuss (2000) presents as an influencing factor on IOC members' preference regarding the choice of the next Olympic host city is what he calls “outside constraints”. Outside constraints are driven from the environment, and as shown in the theory in last chapter could it be divided into institutional, cultural/religious and social constraints.

The reason why outside constraints can have an impact on the IOC members choice of host cities, is that IOC members might feel an “outside” pressure to support a candidate embedded in his/her system or not to support a bidding city belonging to another system.

However, since the three possible bid cities belongs to countries that is located on the same continent, has Christianity as their predominant religion and share the same democratically political system, is it hard to imagine that an IOC member has an “outside” pressure to support only one of this possible bid cities, since they –more or less- comes from the same “system”.

Outside constraint that on the other hand could differ this cities from each other is social constrains. For example could an IOC member be a friend of representatives from one of the candidate city and thereby feel an “outside” pressure to vote on the city represented by the friend. However with out having information about each IOC member’s privet life, would this pressures and links be hard to determine. I can therefor at this point not see how outside constrains can be an advantage or disadvantage to any of the possible bid cities.

Past Location

In his theory Preuss (2000) showed how “past location” could be a fifth factor influencing IOC members’ choice of the next host city. Feddersen & Maennig (2012) did also in their analysis, use three variables that could be linked to the influencing factor Preuss calls for “past location”. Feddersen & Maennig had picked up on what they call “conventional wisdom” which suggests that IOC has a preference for continental variety in their choice of Olympic host city. They therefore used two dummy variables in order to test the hypothesis of continent rotation. The first dummy variable took a value of one if a bidding city was located on the same continent as the host city of the previous winter Olympics and zero otherwise. The second dummy variable counted the number of games hold on continents other then the applicant’s continent. Their last variable that could be linked to the influencing factor “past location” is the variable they call “consecapp.” This variable was supposed to reflect the conventional wisdom, which suggests that IOC acknowledges persistency or stamina of a city if a bid failed. This dummy variable therefore took a value of one if a city applied consecutive times, and zero otherwise.

The result from the analysis of the three variables showed that neither of the two “continent rotation”-variables shows a significant impact on the winning probability among applicant cities. Which is evidence against the existence of an implicit preference of continent rotation by the IOC members. The results from the “consecapp”- variable

showed however that there is no evidence that can contradict the existence of no systematic influence of consecutive applications. This means that there might be an advantage to have submitted a bid in the previous host city election. Since Munich is the only city that submitted a bid for the 2018 Olympics among the cities in this paper, would this argument therefore be an advantage to Munich.

Even though the continent rotating- variables had shown a significant impact on the winning probability, would this not have given any of the possible bidding cities in this analysis any advantages, since they all come from the same continent. It would therefore in this case have been more interesting to see if IOC has a preference for national variety in their choice of Olympic host cities. Unfortunately didn't Feddersen & Maennig (2012) have any variables that tested this in their analysis, but if we look at the host nation "distribution" from the same period as Feddersen & Maennig (2012) used in their analysis (see figure 8), can we see that no nation has hosted the same Olympics twice, and only USA has hosted both summer and winter Olympics from 1992 to 2018. This may therefore be an argument, which shows that the IOC prefers a national variety in their choice of Olympic host cities. If that's the case would this be an disadvantage to a possible bid from Oslo, since Norway hosted the 1994 Winter games in Lillehammer. Either Swiss or Germany hasn't hosted any Olympic games in this period, which means they might benefit from this in a possible bid.

Olympic Year	Host City	Host Nation
1992	Albertville	France
1992	Barcelona	Spain
1994	Lillehammer	Norway
1996	Atlanta	USA
1998	Nagano	Japan
2000	Sydney	Australia
2002	Salt Lake	USA
2004	Athens	Greece
2006	Torino	Italy
2008	Beijing	China
2010	Vancouver	Canada

2012	London	England
2014	Sochi	Russia
2016	Rio	Brazil
2018	PyeongChang	South Korea

Figure 8: The Olympic host history since 1992

Source: IOC homepage

Election rules

The sixth factor Preuss presents in this theory about influencing factors in IOC members' choice of the next Olympic host city is the "Election rules". As explained in the theory chapter does IOC voting system (Hare rule) open up for strategic voting which again can change IOC members ranking of the preferred host city and thereby be an influencing factor in the choice of the next host city. However, after the IOC changed the election procedure in 1993, by not announcing the number of votes in each round anymore, is the only way to carry out strategic voting today by knowing all the other IOC members preference profile, and that can only be reached through lobbying. It is therefore an obvious relationship between lobbying as an influencing factor and election rules as an influencing factor, which could mean that the candidate city benefiting the most from lobbying also would benefit the most from strategic voting, this would however be impossible to prove since the election is anonymous.

The Inner Constrains, Emotions and Personality

The last influencing factor is the "Inner Constrains" this factor got a lot to do about the feelings, emotions and personality of each IOC member, so I can at this point not see how it will be an advantage or disadvantage to any of the cities. However, it could become an advantage if they like the Berlin 2000 bid kept a list of IOC members' personal preferences. (Preuss, 2000, 99)

Results

In this assessment analysis of the three possible bid cities chances of becoming the next host city, based on the seven influencing factors from Preuss (2000) Rational Choice Model did we get the following results:

1. Quality of the bid: St. Moritz has the advantage of stable winter sport conditions decreasing the risk of disturbances and time delays due to the weather. While Oslo and Munich had the advantage of short distances and big hotel capacity that are able to fulfill the extensive need for accommodation and convention to the Olympic family, spectators, media and athletes.
2. Past Critique: Due to the critiques of uncertain weather and snow conditions in the Vancouver Olympics, could this be an advantage to St. Moritz, since it is the city offering the best winter sport conditions. The critiques of gigantism during the Beijing Olympics could also be an advantage to St. Moritz, since it's the smallest of the cities and would by that symbolize the opposite of gigantism.
3. Lobbying and Corruption: If the CPI is a valid variable for the importance of corruption, would this be an advantage to Oslo since Norway had the highest CPI, and the results from Feddersen & Maennig (2012) showed that the higher the index is, the higher is the probability of winning. Due to the lack of a variable testing of lobbying and the very early stage of the bid process, could I not see if lobbying should be an advantage or disadvantage to any of the cities at this stage.
4. Outside Constraints: Due to the fact that all the cities are located on the same continent, and in countries that have the same political system and religious affiliation, do I neither see how this can be an advantage or disadvantage to any of the cities.
5. Past Location: Feddersen & Maennig (2012) "consecapp" variable showed that there was no evidence that could contradict the existence of no systematic influence of consecutive applications. Which means an advantage to Munich since it's the only city that has submitted a bid for the last Olympics. By looking at the host city rotation data from the competitive bid phase (1992- today), could we see that the one nation has never hosted the same Olympics twice, which could be an disadvantage to Oslo, since Norway hosted the Winter Olympics in 1994.
6. Election rules: Due to the early stage of the bid process could I not at this stage see how this could be an advantage or disadvantage to any of the cities.
7. Inner Constraints: I could at this stage not see how this is an advantage or disadvantage to any of the cities.

From this assessment analysis can we see that Munich get an advantage from the “Quality of the bid” and “Past Location”, due to its short distances and big hotel capacity, as well as to it’s former bids and by Germany not having hosted the Winter Olympics in the competitive bid phase. Compared to the others does it get a disadvantage from “Past Critique” and “Lobby& Corruption”.

St. Moritz do on the other hand get an advantage from “Quality of the bid”, (due to it stable winter sport condition), “Past Critique” (due to past critique of gigantism and uncertain weather conditions, which is the opposite of what St. Moritz represents),and “Past Location” (since Switzerland hasn’t hosted the Winter Olympics from 1992 and until today). While it compared to the other cities get a disadvantage from “Lobbying and Corruption”.

Oslo gets it’s advantage from the “Quality of the bid” due to the same reasons as Munich, and for “Lobbying & Corruption”, due to having the highest CPI among the cities. While it compared to the other cities get a disadvantage from “Past Critique” and “Past Location”

Since St. Moritz got most advantages and least disadvantages, could this be an indication of St. Moritz being the favorite to be elected as the hos city in a competition among these cities.

Chapter 5 –Summarize and conclusion

This thesis has been looking at Oslo’s chances of becoming the host city for the Winter Olympics in 2022, in order to see whether it would be strategically wise of Oslo to spend hundred of millions on a bid to the IOC, or whether it would be wiser to let the opportunity pass due to the risk of “failing”.

Since no bids for the 2022 Winter Olympics has been submitted to the IOC yet, can we never be a hundred present sure of who will become Oslo’s competitors in a possible bid for the Olympics. Gamebids.com do however state that at this stage is 4 countries besides Norway who considers submitting a bid. USA and Ukraine is two of this countries, but due to not enough information about the possible bid, did I leave theme out of my further

analysis, and was left with Munich (Germany), St. Moritz (Switzerland) and Oslo (Norway) as the three possible bid cities in this thesis.

From the impact factors on the choice of a host city (presented in chapter 3), did I do an assessment analysis, in order to look at Oslo's chances to become the host city, compared to the other potential bid cities. The results from this analysis showed that St. Moritz turned out to be the city having most influencing factors turning it's way, which could be a good indication of having the best odds of being awarded the Olympics. We could probably also argue that Munich has a better odd then Oslo based on the assessment analysis, since variable of the importance of corruption might not be valid, and Oslo would thereby loos its advantage of the influencing factor "Lobbying & Corruption". By arguing this would it have been a strategically bad decision by Oslo to bid for the Olympics since bought St. Moritz and Munich would have had better probabilities to become the host city then Oslo. On the other hand, from the Olympic Rational Choice model, don't we get to know the value of each influencing factors. This meaning that although each factor has an impact, might some factors have a bigger impact then others. Without knowing the value for each factors would it therefore be wrong to say that the city with most influencing factors pointing its way, has the best odds of becoming the host city.

Although we don't know the values of the influencing factors, would it -by looking closer to the cities advantages and disadvantages would - be hard to argue that Oslo has better chance of getting the Olympics then St. Moritz and Munich. Since all the cities has its advantages and disadvantages in the "quality of the bid" could we argue that the cities stands fairly equal in this factor, but it would be hard to argue that a 0,2 and 1,2 difference in the CPI would have a greater impact then the influencing factors of "Past Critiques" and "Past Location". Which means that according to this analysis, and regardless to the lacking value of the influencing factors, would St. Moritz and Munich have greater probability then Oslo in order to becoming the host city for the Winter Olympics 2022.

I therefore in this thesis conclude that in a competition with St. Moritz and Munich would it not be strategically wise of Oslo to bid for the Winter Olympics in 2022.

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Appendix

Appendix 1: The history of the Olympic games divided in the different phases

Phases	Olympic Year	Winter Olympics		Summer Olympics	
		Host City	Host Nation	Host City	Host Nation
Phase 1	1896			Athens	Greece
	1900			Paris	France
	1904			Saint-Louis	USA
	1908			London	Great Britain
	1912			Stockholm	Sweden
	1916			Berlin	Germany
	1920			Antwerp	Belgium
	1924	Chamonix	France	Paris	France
	1928	St. Moritz	Switzerland	Amsterdam	Netherlands
	1932	Lake Placid	USA	Los Angeles	USA
	1936	Garmisch-Partenkirchen	Germany	Berlin	Germany
	1940	Garmisch-Partenkirchen	Germany	Helsinki	Finland
1944	Corinta d'Ampezzo	Italy	London	Great Britain	
Phase 2	1948	St. Moritz	Switzerland	London	Great Britain
	1952	Oslo	Norway	Helsinki	Finland
	1956	Corinta d'Ampezzo	Italy	Melbourne	Australia
	1960	Squaw Valley	USA	Rome	Italy
	1964	Innsbruck	Austria	Tokyo	Japan
	1968	Grenoble	France	Mexico City	Mexico
	1972	Sapporo	Japan	Munich	Germany
	1976	Innsbruck	Austria	Montreal	Canada
Phase 3	1980	Lake Placid	USA	Moscow	Soviet Union
	1984	Sarajevo	Yugoslavia	Los Angeles	USA
	1988	Calgary	Canada	Seoul	South Korea
Phase 4	1992	Albertville	France	Barcelona	Spain
	1994	Lillehammer	Norway		
	1996			Atlanta	USA
	1998	Nagano	Japan		
	2000			Sydney	Australia
	2002	Salt Lake	USA		
Phase 5	2004			Athens	Greece
	2006	Torino	Italy		
	2008			Beijing	China
	2010	Vancouver	Canada		
	2012			London	England
	2014	Sochi	Russia		
	2016			Rio	Brazil
	2018	PyeongChang	South Korea		

Table 1: History of the Olympic games

* Cancelled due to World War I

**Cancelled due to World War II

Appendix 2: Deadlines in the IOC bid process for the 2022 Winter Olympics

	Object	Deadlines
Phase 1 The Candidature Acceptance Procedure	NOCs to inform the IOC of the name of an Applicant City	Oct. 2013
	Signature of the Candidature Acceptance Procedure and payment of the Candidature Acceptance Fee (USD 150000)	Nov. 2013
	IOC information seminar for 2022 Applicant Cities	Dec. 2013
	Olympic Games Observers' Programme - Sochi 2014	Feb. 2014
	Submission of the Application File and guarantee letters to the IOC	March 2014
	Examination of replies by the IOC and experts	March-June 2014
	Sochi 2014 debrief in PyeongChang	June 2014
	IOC Executive Board meeting to accept Candidate Cities for the 2022 Olympic Winter Games	June/July 2014
Phase 2 The Candidature Procedure	Submission of Candidature File to the IOC	Jan. 2015
	IOC Evaluation Commission Visits	Feb./March 2015
	Briefing for IOC Members	May 2015
	Report of the 2022 IOC Evaluation Commission	1 month before the election of the Host City
	Final Presentation by Candidate Cities to IOC Session, and election of the Host City of the 2022 Olympic Winter Games	July 2015

Table 2: Deadlines in the IOC bid process for 2022, based on earlier editions