

SWOT: Analysis of the Commonwealth Games 2010

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Introduction:

The human-beings are different from any other animals it is because of the inter-potentialities of the living being which are experienced and learnt is not only absolutely safe but they are carried even from generation to generation. Human being in primitive age moved from place to place in search of food: heron for shelter, walked leisurely, jumped in cheers, pranced in joy for safety, and hunted the beasts for his/her survived. He/she came to understand the importance of physical strength and he/she along with his/her person for physical toughness and started physical activity in a systematic manner and preparing a strong military force. In this process, he/she realized the importance of physical powers and developed his/her brutal strength. The evolution of human's mind made him realize that he/she could establish his/her intellectual supremacy over animals with the help of the faculty of discrimination. As a result of this, he/she used his/her cerebral power and used his/her muscle and mind power in scientific way. He/she canalized his/her physical strength and systematized it as education and this physical education came into existence.

The people become more aware of their health, resulting in a greater demand for different kinds of physical activities and sports exercises. It is conceived that the negative destination image caused by those epidemics can be improved by hosting sports events, and that is indeed a cost-effective way to promote public health.

Social, recreational, health and educational values of sports have been scientifically recognized (Troger, 1989). Leisure sports, sports for all programs, and competitive sports constitute a healthy communal life. Even though many sports programs have been launched globally, there were still two hundred million deaths by the millennium associated with the insufficiency of physical activities. Such situation draws the attention of researchers to investigate the level of public participation in physical activities since engaging in regular physical activities can improve body fitness, enhance psychological well-being, combat chronic diseases, and resultantly lower the chance of being affected by illness (World Health Organization (WHO), 2003). Many countries such as Australia, the United Kingdom, and the United States of America have similarly introduced sports programs with exercising formulae to the public (Australia Sports Commission, 2006; National Association for Sports & Physical Education, 2006; Sports England, 2006). The exercising formulae describe the proper ways to do sports and medical advices in keeping healthy lifestyle. It is proved that the public health has improved because of the introduction of those programs.

Countries bid to host a sports event in order to boost tourist visitation, improve city image, and disperse tourism activities in a wider geographic context.

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Some significant functions of a sports event include boosting up the number of tourists and encouraging the public to participate more in physical activities so as to improve the public health. Low participation rate in physical activities and an outcry for further tourism industry improvement in India have both alerted researchers to the fact that a greater understanding of the impacts of a sports event on public health and destination image is necessary. This research was made, therefore, to examine the impacts of a sports event on (a) the resident participation in physical activities, (b) tourism development and (c) city image, through a case study of Delhi.

Objectives of the Study:

This research has three specific objectives:

1. To find out the sports promotion initiatives implemented through the Commonwealth Games in order to evaluate their efficacy and cost-effectiveness;
2. To assess the impacts of the initiatives on the enhancement of the destination image of Delhi in order to draw implications for India's tourism industry;
3. To evaluate the study results from the perspective of India so as to provide strategic insights for the city to maximize the benefits in future years when hosting mega sports events like World Cup or Olympics.

Significance of the Study:

An important reason for selecting the case study is because the Commonwealth Games is globally popularized sports event. The analysis of the event intends to provide insights into ways of promoting physical activities in India which was chosen to host the 19th Commonwealth Games Delhi 2010. This research, therefore, is designed to serve as a reference document into the impacts of the Commonwealth Games. It aims at pursuing a policy-oriented research into leisure life style, sports tourism, and public health enhancement so as to serve the community interests of India. Specifically, the results will have great potential to contribute in these aspects:

- Understanding the impacts of the 19th Commonwealth Games 2010 on the enhancement of public health and destination image and providing strategic insights for Delhi as to how to engage the community to improve its health through planning and hosting the next mega sports event like Olympics;
- Generating policy implications for Delhi about how the tourism service sectors can help achieve efficacy and cost-effectiveness of health promotion activities, while continuously performing as one of the top foreign exchange earners as well as one of the main sources of employment for the community;
- Supplementing to the inadequacy of the past studies on sports tourism and public health, by introducing to the world the latest principles and practices in

Delhi in terms of utilizing the catalytic function of sports tourism for promoting public health.

Delimitation of the Study:

Delimitation set the frame work for research, draws the boundaries, narrow down the problem and design the scope of study. The certain delimited boundaries were:-

- The case study was delimited to XIX Commonwealth Games Delhi 2010 only.
- The subjects were arranging from age 18-60 years only.
- 500 subjects (respondents) were included.

Limitation of the Study:

The following uncontrolled factors were:-

- Demographic status of the subjects was the limitation of the study.
- Life style, habits and daily routine of the subjects were not known.
- Previous fitness awareness of the subjects were unknown.
- Psychological state (Interest, feedback and motivation) of the subjects towards tourism, public health and sports activities were not known.
- Data depends on the subjects, they provide information honestly and accurately was uncontrolled factors for the present study.

Hypotheses:

In order to achieve the research objectives, the following three research hypotheses were framed for the present study on the basis of a review of the relevant literature:

- I. Hosting a sports event helps to improve destination image by developing new sports facilities and infrastructures for the event in the city.
- II. The degree of public participation in sports rises with the implementation of various sports promotional activities through the event, which will help to enhance community public health and thus improving destination image.
- III. Improved destination image will help in attracts tourists to visit the destination place, thereby boosting the tourism economy and eventually contributing to the overall well-being of the destination community.

Methodology:

The preceding content defined the research problems and domains as the elements of sports events contributing to the enhancement of public health and destination image. In order to access the impacts of the XIX Commonwealth Games

2010 Delhi, number of research methods were developed and utilized as part of the case study process.

Event of Study:

Commonwealth Games is one of the sports events in world which has been held since 1930. The Commonwealth Games was selected for the present research because, Delhi was host city of XIX Commonwealth Games 2010; Hence studying the enhancement effect of the Commonwealth Games on residents' participation in physical activity will contribute to the policies and strategies development that can be used to promote public health in Delhi.

Research Framework:

The main purpose of this study was to investigate the impacts of the XIX Commonwealth Games 2010 on Delhi and its implications for Delhi, with an emphasis on the economic, environmental, and socio-cultural well being of the local community, as manifest in terms of sports tourism, public health, and destination image. The framework was formulated by integrating the relationships of significant components identified in the literature review, which were the key variables for research. It was a modification on the Hall (2005)'s conceptual idea regarding the mobility of tourism and its related items.

Research Design:

The study is exploratory in nature as few previous studies on sports events have ever probed into the catalytic function of sports events on the promotion of public health and destination image. Mackay (2005) points out that destination image can be typically measured by attribute scales and a structured semantic differential or Likert-type methodology. This has been applied in the studies of Crompton (1977), Gartner and Hunt (1987), Gallarza et al. (2001), and Lee et al. (2005). However, destination image formed by catalytic sports events consists of sports-related elements hence aforementioned measurements might not be useful in analyzing the destination image in this scope precisely. In recent sports and leisure literature (Echtner and Ritchie, 1993; Smith, 2005), multidimensional research models were employed as attempts to measure the destination image shaped by sports promotional activities and sports facilities. The ways to examine and measure the formation of destination image by a sports event is more complicated nowadays as more and more variables were involved in the formation process hence the combination of analytical methods is needed.

Specifically, semi-structured questionnaire survey, in-depth interview, documentary research and on-site observations were used for the investigation. Applying such multidimensional methods is to assist analyzing the pre-event situations to establish comparative benchmarks, examine the post event changes,

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evaluate the changes (positive or negative) and thereby draw policy implications for maximizing the positive changes and mitigating negative ones.

Sampling:

Due to limited time, research fund and uncountable sampling frame, non-probability sampling was employed in the study. The survey was conducted randomly at Delhi, total 500 valid and useful semi-structured questionnaires were collected. Sampling method is to select a small number of 'representative' individuals from a population. The sample were divided into two types - 1) residents of Delhi (n = 272) and 2) tourists to Delhi (n = 228).

The locations were situated near the venues of Commonwealth Games and the tourism attractions with high pedestrian flow. That was to achieve sufficient sample of tourists, and local residents who have lived in Delhi that cover the period of the Commonwealth Games 2010. Nardi (2006) argues that it is sometimes not practical, not necessary, or cost- or time-efficient to conduct a true random sampling survey, especially when the size of population is unknown. Since the target sampling populations of this study was the tourists and residents who knew the Commonwealth Games. The questionnaire survey was conducted by availability sampling, a technique which was used to interview people in a public place such as a stadium and shopping mall, in an attempt to obtain a sample of the community (Marlow and Boone, 2005). Such sampling is to approach whomever to be available at a particular point of time. Some comment that the data from availability sampling is difficult to be generalized to the population (Marlow, 2001 and Nardi, 2006).

Survey:

It is a popular way to seek data on a specific subject from a particular sample population (Kitchin and Tate, 2000). For the sake of finding the ideas towards the impacts of Commonwealth Games from general public, a questionnaire survey was used in the study. Quantitative data randomly collected then the statistical information were generated. The semi-structured questionnaire, which was included closed-ended and open-ended questions, investigated the efficacy of promotional activities and facilities implemented through the Commonwealth Games, which was relevant for attracting tourists, improving Delhi's image, raising sports participation rate, and enhancing public health. Five-point Likert scale was used in the questionnaire to measure the level of preference or opinion (from "5 = strongly agree" to "1 = strongly disagree"). The first section was included: 1) screening questions relating to their identifications of Delhi: residents or tourists. The second section was consisted of questions related to the awareness and participation of respondents in the sports initiatives of the Commonwealth Games. The third section was be focused on the variables of the Commonwealth Games impacts in terms of sports tourism, public health, and destination image, and measured the respondents' opinions on those variables. The questions was centered on their changes of both participation rates in

physical activity and perceived destination image before and after the Commonwealth Games. The final section was consisted of questions designed to gather the demographic information of the respondents. The questions related to destination image was developed and modified from the Destination Image Scale which has a 40 - item instrument that measures nine dimensions of destination image and developed for the Queensland Tourist and Travel Corporation (Chalip and Green, 2003). This aims at enhancing the reliability of the questionnaire. Sheskin (1985) comments that face-to-face questionnaire survey has the highest response rate; therefore, this tactic was applied.

Statistical Techniques and Procedure:

The statistical procedure was organized through descriptive and inferential statistics. These analytical approaches cannot be viewed as alternative technique but as complementing each other. The data were classified into four parts. The data from questionnaire survey, in-depth interviews, documentary research and on-site observations were analyzed and cross-examined by various methods which are presented in the following part.

The first part of the data analysis involved a review of the demographic profile of respondents and their perceived feelings towards impacts of the Commonwealth Games Delhi 2010. The data was inputted in digital format using the Statistical Package for Social Science (SPSS) software 14.0. In order to transfer the information from the questionnaires to computer program, coding the variables was needed. The codebook was prepared which is the reference guide for the data entry. The data was coded, transformed and presented in tables and figures. Initial descriptive tests were conducted including mean, mode, standard deviations, variances and ranges in respect to different group factors. Then a general analysis to report a summary of the pattern of the data was drawn. Based on the levels of measurement, statistical methods such as chi-square test, linear regression, t-test, Factorial analysis of variance (ANOVA) and Univariate ANOVA were used to test the hypotheses and impacts of variables. The advantage of using linear regression was to test the relationships of the variables while Factorial ANOVA was to test an interaction effect between different groups within the independent variables. The combination of various statistical tests was used as it is useful to clarify the pattern of the findings and the dynamic nature of sports tourism on public health and destination image. A hypothesized relationship was judged as significant if the statistical significance level was less than .05.

The second part includes the data collected from the in-depth interviews that were assessed by the informal content analysis technique to look for recurring themes, concepts, metaphors and other phrases. As per the practices in the research, qualitative analysis should go through three levels — description, classification, and making of connections. Interpreting the meanings, relationships and interconnections between data is needed rather than simply describing the data in the informal content

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analysis. The first stage of analysis was to transcribe the hand-written notes into single transcripts for each interview and stored in word processing files. The transcripts were collated and reviewed. Secondly, the words and phrases were categorized, coded and sorted by the frequency of occurrence. Computer software was employed in this classification stage as this workbench helps analyze large bodies of textual data by a systematic approach. Similarities and differences between different pieces of data were identified and those were prepared for the next stage of analysis. The third stage was to find out the correlations and linkages between the words and phrases by categorizing the data within transcripts. Ideas of the professionals perceived from the Commonwealth Games Delhi 2010 were revealed in terms of development of sports tourism, enhancement of public health and improvement of destination image.

The third and fourth parts included the analysis of the data collected from documentary research and on-site observations respectively. The data gathered from documentary research were processed as a supplementary role for the primary data. The documents used were classified and selected by three guiding principles including authenticity, credibility, representativeness that indicates the usefulness of documentary forms of evidence (Scott, 1990). McNeill and Chapman (2005) support that using documentary research illuminates the findings in a sociological insight. The documentary research offered the cultural practices and social meanings, especially if combined with other methodologies, such as on-site observation. Questionnaire survey which aims at gathering information about the impacts of the Commonwealth Games was conducted in Delhi in 2010. A quantitative analysis was then carried out based on a pool of coded numerical data which used for analyzing the degree of perceived post-changes of destination image, sports tourism, and public health among residents and tourists and investigated their attitudes towards the bidding of future sports events.

Total 500 valid questionnaires were obtained and analyzed. In order to analyze a large group of codes from questionnaires and present them in a systematic way, SPSS software 14.0 was used. Three statistical methods of SPSS were employed: 1) descriptive analysis was used to present demographic characteristics, 2) chi-square test and linear regression were employed to reveal the relationships between variables and the impacts of the Commonwealth Games Delhi 2010, and 3) *t*-test and one-way ANOVA were adopted to find the differences among variables.

The factual situations of sports facilities in Delhi were recorded through on-site observations hence this helped understand the relationships between the responses from the questionnaire survey and in-depth interviews. Finally, the entire results were consolidated and test the three research hypotheses.

Analysis:

SWOT analysis is a common strategic planning tool for auditing a business venture and its environment. It is used to evaluate the strengths (*S*), weaknesses (*W*), opportunities (*O*) and threats (*T*) involved in a project or in a business venture. The SWOT analysis headings provide a good framework for reviewing strategy, position and direction of a business proposition. It involves specifying the objective of the business venture or project and identifying the internal and external factors that are favorable and unfavorable to achieving that objective. Strengths and weaknesses are internal attributes. Opportunities and threats are external conditions.

The SWOT analysis of the Commonwealth Games Delhi 2010 presented in the following is a subjective assessment of the in-depth interview content. It is organized by the SWOT format into a logical order that helps understanding the attributes and impacts of the Commonwealth Games Delhi.

Strengths:

Strengths are attributes of the Commonwealth Games Delhi 2010 that are helpful to enhance the development of sports, tourism and public sectors in Delhi. The correct ways to use the strength can maximize the long-term benefits from the Commonwealth Games Delhi. Most professionals working in Delhi presented they attended the Commonwealth Games Delhi 2010 with various identities, including a spectator, an athlete, a volunteer, or an organizer. Even though they perceived the impacts of the Commonwealth Games Delhi 2010 differently, most comments were constructive. Respondents gave the positive feedback of the Commonwealth Games Delhi: General comments about the overall performance of the Commonwealth Games Delhi 2010 are positive, including the organization of opening and closing ceremonies. Delhi residents are fairly supportive because Indians athletes won some medals of the Commonwealth Games Delhi. They consider the Games successful in terms of planning, organization, arrangement and results. At least, Delhi people did not lose their faces in the Games.

A lot of plans and work were handled by different agencies effectively, including construction of new sports venues of the Commonwealth Games Delhi, and recruitment of the Commonwealth Games Delhi 2010 volunteers. Respondents feel a strong synergy is established among different departments. The success of a sports event is not only dependent on the performance of organizing committee but also the support from the public.

Residents showed great interest to watch this sports event because it is the large sports event in Delhi. Residents were not only the spectators in the Commonwealth Games Delhi 2010 but also the volunteers and performers in the opening and closing ceremonies. It was recorded that the public participation was at large scale. Respondents felt the overall atmosphere in Delhi was nice and residents

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were supportive of the Commonwealth Games Delhi. A sports event brings both short-term and long-term benefits to a host city. Upgraded infrastructure and new sports facilities are some examples of long-term benefits. Respondents stated: After announcing Delhi would host the Commonwealth Games Delhi, the Delhi government started to invest more in building new sports venues and organizing more sports and physical activity programs to publicize the Commonwealth Games Delhi. Indian sports teams got extra funding and sponsorship to organize overseas trainings in order to prepare for the Commonwealth Games Delhi. It was a great support for elite athletes. Also, the benefits of physical activity were promoted through the Commonwealth Games Delhi 2010 promotional activities.

Moreover, respondents also observed: After the Commonwealth Games Delhi, more sports facilities are provided to the public. Indira Gandhi Sports Complex as an example, there was only one indoor sports venue before the Games. They believe it was not enough for the public to do sports activities. However, after the Commonwealth Games Delhi, there are more sports facilities available in sports stadiums; improvement encourages residents to do sports activities. Besides improving the quality of sports facilities, respondents perceived the tourist image of Delhi had changed slightly after the Commonwealth Games Delhi. Sports events help change the stereotyped image of Delhi.

Such enhancement effect would help build a better tourists image of Delhi and would contribute to the tourism development. Eventually the benefits would be brought to Delhi's economy. In short, on the interviewees' perspectives, the Commonwealth Games Delhi 2010 brought varying benefits to Delhi, such as enhancing infrastructure and sports facilities, gaining experiences of hosting large sports events and improving the destination image. Yet some weakness did exist and impacted on Delhi negatively.

Weaknesses:

Weaknesses are impacts of the Commonwealth Games Delhi 2010 that are harmful to the social development of Delhi. The solutions to eliminate the weaknesses are important to stakeholders who intent to host mega sports events like Olympics in the future because the negative impacts should be minimized during Olympics, otherwise, the public may rebel against the staging of the sports event. Regarding the planning, preparation and organization of the Commonwealth Games Delhi, respondents stated that traffic jams were increased before and during the Commonwealth Games Delhi. There were numerous construction projects before the Commonwealth Games Delhi. The construction sites were near the residential areas. It was very noisy and the daily life of Delhi residents was totally affected. During the Commonwealth Games Delhi, severe traffic jams happened on most roads in Delhi. The construction projects of upgrading sports facilities and improving infrastructure cannot be avoided when hosting a large sports event. Such projects may disrupt the daily life of residents and consequently cause a lot of complaints. Besides the

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disruption of residents' lifestyle, respondents were discontented with the inadequate planning of the volunteer recruitment. What they feel is that Delhi people were excited about the Games but they were not willing to shoulder responsibility to help the government. As a result, there was short of volunteers and thereby colleges and universities were asked to be volunteers. Teachers complained such arrangement had affected curriculum schedules and interrupted the learning progress of students. The respondents stressed the poor arrangement of government regarding the construction projects and volunteer recruitment of the Commonwealth Games Delhi.

In addition, respondents criticized the unclear budget allocation/financial bungling in the Commonwealth Games 2010. Whether the government did use a huge amount of money to host a sports event and how they utilized the money. Some say that a large portion was spent on the establishment of new sports facilities through corruption some claim that the Commonwealth Games Delhi 2010 was riddled with corruption. Govt. didn't present correct financial statement of the Commonwealth Games Delhi 2010 soon; otherwise, the public may not support Delhi to host future sports events. Budget allocation is one of the most crucial issues of a sports event because the ways to utilize the investment have an effect on economic impacts from the sports event. A huge amount was invested in the establishment of new sports facilities for the Commonwealth Games Delhi. The cost-effectiveness of the new sports facilities because no sports events and sports programs are held in those facilities. The authorities have left the Commonwealth Games unoccupied for a long time. The respondents not only observed the negative impacts of Commonwealth Games Delhi 2010 on the public but also presented their worries about the future sports development in terms of the staging of sports events and the usage of sports facilities.

Opportunities:

Opportunities denote external conditions related to the Commonwealth Games Delhi 2010 which is constructive to the social development of Delhi. The positive impacts from a sports event can be maximized if the opportunities are exploited. In order to understand the catalytic functions of a sports event to the social and cultural contexts of a host city, it is necessary to examine and evaluate the external impacts from the Commonwealth Games Delhi. Respondents agreed the Commonwealth Games Delhi 2010 had brought business opportunities for Delhi: According to the government's research, it is reported that the number of tourists increased during the period of the Commonwealth Games Delhi. Some day trippers extended their visits and stayed longer in Delhi. Watching the Commonwealth Games Delhi 2010 became a part of their itineraries. Tourists would spend more when they stayed longer in a destination that directly boosted the local economy.

The findings confirm a sports event is likely to attract tourists but it is dependent on the scale of the event and the involvement of famous sports stars. Respondents presented another positive impact of the Commonwealth Games Delhi:

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The new sports facilities built for the Commonwealth Games Delhi 2010 are the long-term assets of Delhi. The bargaining power of Delhi to bid future sports events is increased after the establishment of new sports facilities. I believe the staging of the sports events has positive effect on the economic and social development of Delhi. Hopefully, the sports industry could get the significant benefits.

Threats:

Threats are the external conditions related to the Commonwealth Games Delhi 2010 which impact negatively on Delhi community. The ways to defend against the threats of the Commonwealth Games Delhi 2010 provide strategic insights to stakeholders who intend to host future sports events. Although the business opportunities were increased by the Commonwealth Games Delhi, respondents stated the over-budget was the main problem of the event: In the Commonwealth Games Delhi, a lot of criticism from the public was triggered by the problem of over-budget. Public requested the government to present the financial statement of the Commonwealth Games Delhi 2010 and explain clearly about how they had used the budget. They think the Commonwealth Games Delhi 2010 would not be claimed as a successful event because the amount of expenditure was out of what the public had expected. Respondents further elaborated: The over-budget and the corruption of the Commonwealth Games Delhi 2010 were reported by mass media extensively. The issues have been raised and discussed in the legislative assembly and parliament. It was reported that people challenged the Commonwealth Games Delhi 2010 organizing committee about the utilization of budget urged the government to present the financial statement of the Commonwealth Games the public. The above problems not only harm the social harmony in Delhi but also deteriorate the image of government.

The above comments were agreed upon by respondents, they worry that a bad image may be given to the tourists because of inadequate planning and organization of the Commonwealth Games Delhi. They may not visit Delhi again or nor encourage their friends to come to Delhi. The tourism development is partially dependent on the reputation of the destination. Moreover, respondents further reminded: They do not oppose Delhi government to organize large sports events. Government should balance the expenditures. Apart from tourism development, respondents were concerned for the threat from Glasgow, Commonwealth Games will be held in Glasgow 2014. They think the comparison will be made between Delhi and Glasgow regarding the overall organization of the Commonwealth Games. Public may be interested in comparing and evaluating the two Commonwealth Games. It is foreseeable the result will indicate that the organization of Glasgow Commonwealth Games will be better than that of Delhi as the management of government in Glasgow is better than that of Delhi. The SWOT analysis explicates the details of the impacts which were observed by the professionals in Delhi. It shows the internal and external impacts of the Commonwealth Games Delhi, they perceived.

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There are a lot of preparation works for hosting a sports event, such as construction of new sports facilities and improving infrastructure. The physical changes of a city may alter the urban structure and planning. Many interviewees presented their doubts or disagreements about spending a huge amount on the establishment of the Commonwealth Games Delhi sports facilities. The public awareness and participation in sports would be raised by the establishment of new sports facilities. Nobody in Delhi would object such benefit and positive development. The residents are more likely to participate in health related exercises and sports regularly if they were highly attached with the Commonwealth Games Delhi 2010 promotional activities and sports facilities. The message and ideas associated with sports can be spread around the public and passed to schools. Teachers should encourage students to do sports regularly and parents should support their children to maintain active lifestyle. Consequently, local sports culture can be established. Hopefully, a stronger sport culture and a healthier city would be obtained if more and more residents participate in different kinds of sports regularly.

Interpretation of the Findings

The factual observations over the sports facilities in Delhi also suggest obvious upgrade in quality after the Commonwealth Games Delhi. This brings a great potential into sports tourism development. Also, the effective promotion helps enhance the destination image globally. This corresponds to the ideas of Standeven and DeKnop (1999) that a sports event can function as a stimulus to develop and improve infrastructure as well as to enhance the destination image. Comparing the overall mean scores of the representative statements among the groups — “the enhancement of public health”, “the development of sports tourism” and “the improvement of destination image”, high agreement was obtained in the latter two groups, suggesting that the Commonwealth Games Delhi 2010 brings significant benefits that will contribute to the enhancement of sports tourism and destination image. It is the fact that the Commonwealth Games Delhi 2010 is the biggest sports event in the history of Delhi thereby sports gives the host city a right kind of international exposure and a positive image abroad. The result matches with the findings of McCartney (2006) that sports tourism strengthens multi-faceted image of a host city, and can be used as a strategy to boost the image perceptions. Whether a regional sports event such as the Commonwealth Games Delhi 2010 could attract a huge number of tourists, it is evident that it can maximize tangible economic profits. Delhi government attempts to showcase Delhi’s new prosperity and tourism image through the Games.

This research attempted to assess the value of Delhi Commonwealth Games Delhi 2010 by an empirical case analysis of the various sports initiatives implemented through the event, as well as the perceived impacts of those initiatives, by both the residents and tourists, on tourism and public health. A mixture of quantitative and qualitative methods has been used for the investigation. The widespread awareness of sports event, promotional activities and sports facilities among residents and tourists

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highlights sports initiatives can assist residents to have a healthy lifestyle. Community sports participation pattern is affected by residents' knowledge of sports facilities. The interplay between sports participation pattern and sports facilities may enhance the prosperity of Delhi in a public health perspective. More importantly, residents who are participants in the Commonwealth Games are more likely to realize that the sports event is capable of creating long-term impacts on Delhi. Support and involvement of the locals are crucial in the success of bidding for future sports events which confirms that a sports event can be an effective means to uphold the sports culture of a destination. The results indicate a marked positive impact on the awareness and participation in sports among both residents and tourists by the sports event. The findings of triangulation also provide insights about the efficacy of a sports event on enhancing the image of a host destination. New multi-faceted image of Delhi is established by using sports tourism strategies which attempt to move away from the primary image as a gaming destination. Such healthy image can be refined by a series of upcoming sports events to be staged in Delhi so as to attract potential tourists. The improved image is found as a determinant for tourists to re-visit the destination, indicating such intangible image can, to a certain extent, substantially influence tourism development. Despite the fact that destination image has been a much studied area for nearly half a decade, the formation of destination image is still questionable and lacking in a conceptual framework. On the basis of this specific research, it was found that demographic characteristics do not belong to the factors affecting the perceptions of image but the past experiences and participations in the sports event do influence it. This confirms affective image component plays an important role in the formation of destination image.

Strategies to polish the image should be a concern of the city since tourism is one of the major economic pillars in Delhi. Newly built and upgraded sports facilities appear to have the capacity to influence the destination image in a variety of ways but the Commonwealth Games Delhi 2010 facilities in Delhi have not been particularly effective for this purpose. The analysis identifies insignificant impact on the image of Delhi by new facilities, suggesting only a few of the Commonwealth Games Delhi 2010 sports facilities can be the attractive landmarks of Delhi, which are capable of enhancing the image and attracting tourists. It is apparent from the results that in consideration of the Commonwealth Games Delhi 2010 sports facilities, the perceived impact of enhanced destination image does not have the same implications as the mega event hence appropriate marketing strategies should be employed to increase the exposure of new sports landmarks and promote new image.

With reference to the secondary information sources, it should be emphasized that high rate of hotel occupancy was recorded during the period of the Commonwealth Games Delhi 2010 which indicates that the event is capable of increasing the influx of tourists. However, as Delhi Grand Prix was held immediately after the end of the Commonwealth Games Delhi, based on the statistics, it is hard to either identify the different contributions of the two events or evaluate the capability of the Commonwealth Games Delhi 2010 in consideration of attracting sports

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tourists. On the other hand, it is reported that the amount of the Commonwealth Games Delhi 2010 spectators does not reach the number expected by the government, which implies the attractiveness of the Commonwealth Games is limited and the marketing strategies of the Games is inappropriate. This indicates that stakeholders who are responsible for promotion in sports events must develop a comprehensive planning to market the uniqueness of sports events together with special attractions inside the city.

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