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**FISU Summer Games Future Directions**

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### FISU Summer Games Future Directions

#### 1 Introduction

##### 1.1 Project Background

FISU, the International University Sports Federation, was founded in 1949. With the vision of “to lead the University Sport Movement, where the leaders of society are positively influenced by their University Sport experience,” FISU offers opportunity to university students to participate in physical and educational activity to help them becoming tomorrow’s leaders. FISU organises international sports and educational events including the FISU World University Games, the FISU World University Championships, the FISU Conference, and the FISU Forum.

The summer edition of the FISU World University Games, previously called the Universiade / the Summer Universiade, now renamed in short as the FISU Summer Games / FISU Games, are staged every two years in a different city, as the FISU flagship event. *“This celebration of international university sports and culture draws many thousands of student-athletes together to compete, making it among the world's largest and most prestigious multi-sport events. “Embracing the FISU motto of Excellence in Mind and Body, the FISU Summer Games “incorporate educational and cultural aspects, encouraging student-athletes from around the world to combine high sports performance with their intellectual pursuits.” (FISU, FISU Summer Games, 2023)*

The FISU Summer Games has a comparatively long history and its very first edition was hosted back in 1959, it was called the *“ Universiade” and organised in Turin by Centro Universitario Sportivo Italiano (CUSI), the Italian university sports association. 1,407 student-athletes from 43 countries across all continents gathered in Turin for this event which finally showed promise to reconciliation.” (FISU, FISU History, 2023)*

In recent years, the FISU Summer Games have become more standardised: Host cities are identified 4 to 6 years prior to the event and the sport competition takes place over 12 days. Approximately 10,000 student-athletes and officials from over 100 countries participate in a comparatively fixed list of

compulsory sports that have evolved from 12 to 15, with the host city being able to choose some optional sports from the FISU recognised sports.

Since the 21<sup>st</sup> century, with the 2001 Beijing Summer Universiade setting up the remarkably high starting point, the FISU Summer Games has welcomed its, by-far, golden phase in terms of candidate cities interests and event organisation. Back in 2007, five cities were bidding for the 2011 Universiade, which was the most competitive race to host a FISU Summer Games until this date. The Kazan 2013 Summer Universiade broke the participation record by attracting 11,759 athletes and delegation officials. The great success continued with the Gwangju 2015 and Taipei 2017 editions. In 2019, after several editions in Asia, the event was welcomed back in Europe, in the beautiful port city of Naples. Then after the global pandemic, which pushed the decisions of postponing the 2021 edition for two years in a row, the Chinese city of Chengdu impressed the world by hosting *“the best Games ever”*, as stated by the FISU Acting President’s at the Closing Ceremony (Chengdu, 2023). Despite the continued success, the FISU Summer Games face challenges and opportunities in how to make it better for all the stakeholders.

From the event owner side, in order to control the event within an accessible scale for the host cities, FISU has decided to limit the number of optional sports to three, starting from the 2019 edition. The FISU Games Minimum Requirements is always being regularly reviewed to ensure a good balance in between the level of services and the required resources. There are clearly more things to be considered, which serves as the goal of this project: to study and analyse the future directions of the FISU Summer Games.

### 1.2 FISU Summer Games Strategic Aims and Main Challenges

To better research on the future directions of the FISU Summer Games, it is important to understand the FISU strategic aims of the event, as well as the current main challenges and opportunities.

As stated in the FISU Global Strategy 2027, the strategic aims for its sport event, and specifically for the FISU Summer Games, are as follows:

*“To commission an event sustainability study to ensure the long-term viability and dynamism of FISU’s international sport events for implementation”;*

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*“To foresee new approaches to international sport events and develop the event planning process”;*  
*“To review the current list of FISU recognised sports ... and evaluate possible alternatives, thereby injecting dynamism into the event portfolio”;*  
*“To work with key partners and international organisations to progressively continue to develop the FISU World University Games into the world’s leading biennial multi-sport event”;*  
*“To expand and strategically develop continental and regional competitions as a mechanism for wider member engagement and development” and*  
*“To address the responsibility for climate change issues”. (FISU, FISU Global Strategy 2027, 2021)*

The main challenges are defined as *“geographical dispersion; lack of media recognition and attention; academic impact; high-resource needs and costs; detailed requirements; many sports to manage and a small number of staff to maintain the quality of events; threats to international event calendar and other entertainment events. “ (FISU, FISU Global Strategy 2027, 2021)*

Since the release of the FISU Global Strategy in 2021, the FISU sport departments have been working together on the action plan and its execution. Up to today, many actions have been completed. To list a few: FISU has standardised the processes and established a common calendar in terms of event planning to maximise the synergies and increase the learning opportunities for FISU and OCs; the FISU Summer Games Department has developed a new system on the sport evaluation for the Summer Games programme, which is being tested with the most recent events; FISU has started the inclusion of para-athletes into different existing FISU sports events; continuous works are being done to improve the collaboration with the International Federations, and FISU has also reviewed its memorandum of understanding with the Continental University Sports Federations to include sport event collaboration. It is beyond any doubt there is still many to be considered and implemented, which serves the goal of this project in researching and reviewing the FISU Summer Games future direction.

## 2 Literature Review

### 2.1 Introduction

The FISU Summer Games has played a significant role in the international sports arena since its inception in 1959. As the event continues to evolve, there is a growing need to identify the best future directions that align with its mission to promote university sport, foster cultural exchange, and provide a platform for young athletes. Considering there are extremely limited resources on specifically the future directions / trends of the FISU Summer Games, to achieve the research aims, this literature review tries to explore the prospective trends that will shape the future of mega sport events, which establishes a foundation of the project. The analysis covers areas such as sport programme, technology integration, host location selection, cultural exchanges, and festival, highlighting the dynamic nature of the mega-sport events. Meanwhile the author also tried to benchmark with similar-concept events on its sport programme system, to have a better understanding on different practices.

### 2.2 Review on Existing Knowledge

#### 2.2.1 Technology Integration

Technology is increasingly influencing mega sport events. It plays a crucial role in enhancing various aspects such as fan engagement, event management, and overall spectator experience. Researchers have identified several key technological trends:

- **Data analytics:** Organisers use big data analytics to improve event logistics and client group services is expected to become more widespread. This data-driven approach helps in making informed decisions and enhancing the overall experience. *“Sensors in sports are conquering the world by storm. The data generated by sensors will not only provide useful information for athletes, but will also be instrumental in areas such as for ... fan engagement, analytics, venues, media, textiles and wearable.”* (Mons, 2020). *“In the future, sports organisations will harness powerful technologies in all aspects of their operation.”* (Deloitte, 2023).
- **Digital broadcasting:** The mega sport events are anticipated to leverage digital platforms to offer live streaming, on-demand content, and interactive fan experiences to a global audience. *“TV is on*

*the way down. It will rapidly lose further market share to streaming.”* (Mons, 2020) The most considerable shift is from TV broadcasts to live streaming, which will be the new media battleground between classic media giants and new streaming entrants. (Linder, 2021)

- **Mobile Apps:** Mobile apps have become an integral part of mega sports events, providing organisers, athletes, and fans with a platform for enhanced engagement, information dissemination, and overall event experience (iSportConnect, 2022). During the last FISU Summer Games in Chengdu, China, the Organising Committee developed an event app, providing not only real-time updates and live scores, but also many event-related services such as hotel booking, transportation, as well as local information and services. It was highly evaluated by the technology experts and largely used by the accredited clients.

### 2.2.2 Host Location Selection

The selection of host location for the mega sport events is a complex process that is subject to evolving trends:

- **Innovation in hosting locations:** *“If considered at a city level, the list of potential mega-event hosts around the world is naturally limited. Either the city must already possess all the required infrastructure to host the event or have an appetite, backed by public support, to invest significant sums of money – often public – in new facilities.”* (Leanne Arnold, 2018) Indeed, new host cities, such as developing cities from developing countries, and co-hosting cities may emerge, reflecting a trend of greater inclusivity and diversity in host locations. The future may witness more regional hosting, spreading the economic benefits and reducing the strain on a single host city, and this is already happening in some mega sport events. For the upcoming editions of the FIFA World Cup, the 2026 FIFA World Cup was chosen to be held in the United States, Canada and Mexico, marking the first time the event has been shared by three host nations; while for the 2030 edition, three countries from two continents will host the competition, with Morocco, Portugal and Spain as host nations, and Argentina, Paraguay and Uruguay serving as nations that open the event, as a commemoration of the 100th anniversary of the first FIFA World Cup in Uruguay. (FIFA, 2023) While co-hosting sports events has the potential to share costs, create a diverse and inclusive atmosphere, and leave a positive legacy, it also comes with challenges related to coordination, competing interests, and logistical complexities. In addition, for a fan perspective, having multiple host cities minimises the experience of the event atmosphere and adds the complication in trip planning.

- **Sustainability criteria:** *“It is acknowledged that in the last three decades the relationship between mega events and strategic interventions of urban planning have gradually assumed more and more importance for the sustainable development of cities”* (Azzali, 2015; Liao, 2006; Smith, 2012) The environmental responsibility in the future direction of the mega events is getting more and more important. The inclusion of sustainability and environmental criteria shall be included in the host city selection process, ensuring that candidates prioritise responsible event planning. Since 2010, FISU has included vision, legacy and sustainability concepts as one of the chapters in its candidature dossier questionnaires. Eco-friendly venue construction and operation, with renewable energy sources, waste reduction, and environmentally responsible practices shall become essential elements for the candidatures.

### 2.2.3 Cultural Exchanges

*“A sporting event doesn’t need to be only a sporting event. It can be a merging of sport, art, culture, education, and much more.”* (Tourisme Montreal, 2022) Studies show that it will be a continuous trend to promote education and cultural exchange, and enhances the overall experience and contributes to a legacy of cultural understanding and cooperation via mega events. (Julia Nikolaeva, 2017; Richard Gruneau, 2016)

Mega sport events will increasingly offer a festival-like atmosphere that extends beyond the sports themselves. These festivals can be an amalgamation of various activities, cultural exchanges, and entertainment that cater to a wide audience, including both sports enthusiasts and those seeking cultural experiences. *“For these reasons, mega-events of the future need their festival dimension more than ever: they need their cultural rationale, their artists as core contributor”* (Garcia, 2023).

Since many years, concerts have been held at the Winter Olympic Games following the medal ceremonies at the medal plaza. One of the best examples was at the 2002 Salt Lake City Games (ConcertArchives, 2023). The Youth Olympic Games (YOG) also includes activities to educate and engage the young athletes and local youth with the goal of inspiring them to play an active role in their communities upon return (IOC, 2023). For examples, sports initiation programmes are organised at each edition of the YOG, the Young Reporters projects are attracting young journalists attend the event as Sports Journalism Training Programme.



- **Diversity of events:** Mega sport events are not just about the primary sport competitions. They should also serve as versatile platforms that cities can leverage to achieve a multitude of desired outcomes. These occasions are not merely confined to their immediate purpose but can be strategically used to realise additional goals (Leanne Arnold, 2018; Sven Daniel Wolfe, 2021)
- **Community development:** “Countries strengthen their soft power through culture and the hosting of cultural events.... Furthermore, arts and culture strengthen the sense of community, identity, and civic pride of a community. Cultural events add to the entertainment options, making a host city more appealing” (FISU, FISU Global Strategy 2027, 2021) Establishing programmes that foster community engagement, creating a sense of ownership and pride among local residents, can be a lasting legacy. At the 2023 Berlin Special Olympics World Games, the Organising Committee selected 216 towns from across Germany to host athletes and their families prior to the official start of the event. (SpecialOlympics, 2022) The Olympic Parks all around the world are another example of how sport events could leave legacies in terms of providing communities with recreational spaces, sport facilities and cultural attraction, contributing to the development and vibrancy of the host cities.

### 2.3 Summary

In summarising the extensive array of literature on future trends in mega sport events, it becomes evident that these events are undergoing significant evolution and have many opportunities in the coming years. The reviewed literature has consistently highlighted several key trends that are likely to shape the landscape of mega sport events. Among these trends,

- Technological advancements have been identified as a crucial factor driving change in mega sport events. From the usage of cutting-edge innovations in event management to live broadcasting, technology continues to revolutionise how events are organised, experienced, and monetised including ticketing and registration software.
- The selection criteria of a host location for a major sport event are a meticulous decision that takes into account a wide array of factors, ensuring that the chosen location can successfully accommodate the event while leaving a positive and enduring impact. With the increasing focus on sustainability and legacy, developed countries are no longer keen to host mega sport events unless they are proven to be sustainable. As to the developing countries, organising mega events presents lots of challenges in terms of infrastructure and budgets. Therefore, it is important to study how to make the FISU Games more accessible and hostable in the future.

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- Incorporate festivals and cultural activities as an integral part of the overall experience, blending the excitement of sports with the vibrancy of cultural celebrations. Cultural exchange during mega sport events not only promotes understanding but also has the potential to create a lasting impact on a global scale.

In brief, the review of literature on future trends in mega sport events underscores their dynamic nature and the need for ongoing adaptability to navigate challenges and seize opportunities. Nevertheless, we also must notice that it is possible not all these trends would be the prioritised direction for the FISU Summer Games development, and there might be also other specific directions that the FISU Summer Games shall take, differently from the other mega sport event. These will be further studied and justified with other research tools, such as interviews and surveys with the stakeholders.

### **3 Data Collection Plan**

In order to better research on the future direction of the FISU Summer Games, data from the 2023 Membership Sport Survey will be analysed, coupled with key stakeholder interviews and benchmarking with other global multi-sport events.

#### **3.1 National University Sports Federation Questionnaires**

Questionnaires are valuable tools among memberships to provide organisations with insights into member preferences, satisfaction levels, and areas for improvement. Feedback from questionnaires aids in planning future events and developing content that aligns with members' interests. The National University Sports Federations (NUSFs) are the members associations of FISU, they form the FISU General Assembly, which establishes the organisation's general policy and main lines of work.

As to the FISU Summer Games, the NUSFs could be involved in two different roles:

- The NUSF of the hosting country for the FISU Summer Games, which is one of the three signatories of the FISU Summer Games Attribution Contract;
- The NUSFs of the participating member associations, which organise the delegations to take part in the FISU Summer Games.

Every second year, FISU undertakes a Sports Survey to receive comprehensive information on its sports programmes and events. In September 2023, right following the Chengdu 2021 FISU Games, FISU conducted the FISU Summer Games Survey among its 164 member associations to understand their feedback, concerns and interests. The survey was divided into three parts:

- Participation / presence at the Chengdu 2021 FISU Games
- Satisfaction survey on various services delivered in Chengdu
- NUSF's interests and readiness in hosting future FISU Summer Games.

#### **3.2 Key Stakeholder Interviews**

Stakeholder interviews are a qualitative research method used to gather insights and perspectives from individuals and /or groups who have a vested interest in a particular project. To serve the purpose of

this research, interviews with 17 key internal and external stakeholders will be conducted in order to understand their perception of the FISU Summer Games, their expectations, as well as any valuable opinions, helping inform decision-making processes and improve overall project outcomes.

**Identify interviewees:** The preparation and delivery of FISU Summer Games involves many parties. Due to the limited time and resources, the researcher has narrowed the interviews to the groups listed below.

Due to the current focus, IFs not listed in the FISU Summer Games compulsory sport programme were not interviewed. No interviews were conducted with the current FISU family members, as the FISU committee members and staff were the taskforce to draft the FISU Global Strategy. NOCs were excluded from this study as they are not a key stakeholder for the FISU Games.

- Leaders of the past and future FISU Summer Games Organising Committees from different continents, to understand their pre-event perception, expectations, and the post-event views (if any). For now, the FISU Summer Games has been quite successful in finding host cities, which might not be always the case in the future. Therefore, it is important to understand how the host cities envisioning the FISU Summer Games to better shape the event and make it more accessible and attractive.
- Athletes are the key participants of any sport events, and therefore the researcher is keen to understand their points of view of the FISU Summer Games, in terms of participation interests, positioning of the event in their sport path, expectations and what could be done in addition in the future. In this category, the goal would be to talk with three athletes from different continents, who had taken part in the FISU Summer Games, and listen to their experiences and recommendations.
- International Sports Federations: International Sports Federations serve as very important stakeholders of the FISU sport events as they provide technical requirements and supports for each sport within the FISU Summer Games programme. Their recognition and commitment on the FISU Summer Games is one of the decisive factors on the successful delivery of the event. Interviews will be conducted with selected International Sports Federations currently part of the FISU Summer Games compulsory programme, to understand their concerns, and have their feedback and further recommendations on how to improve the event in the future
- Multi-Sport Event Experts: it is always insightful and helpful to have discussions with multi-sport event experts as they have rich experience and good overviews in events with similar concepts /

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scales and able to provide suggestions on the future trends. The researcher will look for experts / consultants that have been engaged in different multi-sport events, and have experience with the FISU Summer Games, to have their open opinions on the opportunities and challenges of the FISU Summer Games.

**Develop interview questions:** The questions will be tailored for each group of interviewees to elicit representative information, with the introduction and final question being the same. The questions shall be all addressed as open-ended in order to encourage detailed responses.

	Interviewee	Introduction	Customised Question	Main Question
<b>Organising Committees</b>	3 OCs, CEO or Head of International Affairs / Sports	Brief introduction on the author, as well as the role/experience in sports event management; brief introduction on the project.	How did you perceive the FISU Summer Games before becoming the host city, and how do you see it now? What was / is the biggest challenge for your organisation work?	Could you share three ways to enhance the FISU Summer Games from your perspective and experience?
<b>Athletes</b>	4 FISU Games athletes, from high-level to grass-roots		How do you evaluate the FISU Summer Games experience? What was your main benefit from the experience?	
<b>International Sport Federations</b>	3-4 IFs, Director of Sport or similar position		How do you position the importance of the FISU Summer Games in your IF's strategic plan and why?	
<b>Multi-sport event experts</b>	3 experts		How do you perceive the FISU Summer Games in terms of the level and the positioning of event among the international sport calendar?	

The interviews will be then concluded with the closing thoughts in case the interviewee has anything else to add or emphasise regarding the FISU Summer Games.

### 3.3 Benchmark with Major Sport Trends

Benchmarking with other similar scale / concept sports events is a strategic practice that enables event owners to learn, adapt, and improve. By drawing insights from successful events, event owners can enhance various aspects of their own sport events, help stay updated on technological advancements, and ensure its competitiveness, sustainability and overall success.

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Based on the literature review, the author has chosen two main aspects to benchmark with other events: the sport programme of the event and the cultural exchange elements during the sport event. Indeed, the focus on these two areas is driven by considerations such as time limitations, the importance and impact of these elements, and alignment with organisational strategic goals. By concentrating efforts within these specific domains, benchmarking initiatives can maximise their effectiveness and contribute to positive outcomes for individuals and communities involved in sports and cultural activities.

**Sport programme:** As one of the strategic aims, FISU needs to review the current list of FISU recognised sports as well as the sport allocation in its sport events and evaluate possible alternatives. Currently for the FISU Summer Games, there are 15 compulsory sports in the programme, defined by FISU, while the Organising Committee could choose up to 3 optional sports from the FISU recognise sports and include them into the candidature presentation at the time of the bidding.

To figure out the future directions of the FISU Games, it is useful to investigate how global events like the Olympic Games and other major multi-sports events are managing the timelines and principles in terms of the selection and confirmation of the compulsory sports and the decision on the list of optional sports. Considering the scale of the FISU Summer Games in terms of the number of sports / events, number of participating delegations, and overall number of participants, the author has chosen the Summer Olympic Games, the World Games, and the Commonwealth Games to benchmark the sport programme management aspect.

**Cultural exchanges:** The Youth Olympic Games is defining itself as “The highest-level multi-sports event for Young elite athletes, combining sport, innovation and a purpose-driven festival”, and built its structure around “Compete, Learn & Share” experience (IOC Olympics Studies Centre, 2019). Having noticed the similarity in this aspect between the FISU Games and the Youth Olympic Games, the author has chosen the YOG to benchmark how it involves cultural elements into the event organisation. Meanwhile. In terms of the cultural exchange with the local community, the Host Town Programme, which is a part of the Special Olympics World Games, where participating athletes are welcomed and hosted by local communities before the official start of the games, would serve as a good case study.

## 4 Data Analysis and Findings

### 4.1 NUSF Questionnaires Results

The FISU Sports Survey for the FISU Summer Games was open In October 2023 and closed by the end of January 2024. In total 164 surveys were sent out, including 161 to FISU member associations (Afghanistan (suspended), Belarus & Russia were not contacted to participate), and 3 to non-FISU member associations who participated in Chengdu 2021 FISU Games. 105 complete surveys from 104 FISU member associations and 1 non-member delegation (Guyana) were received by the deadline.

As the FISU Sports Survey covered a wider range than the purpose of this research, the author choses to share only relevant findings, while the full survey with results is available upon request to the author.

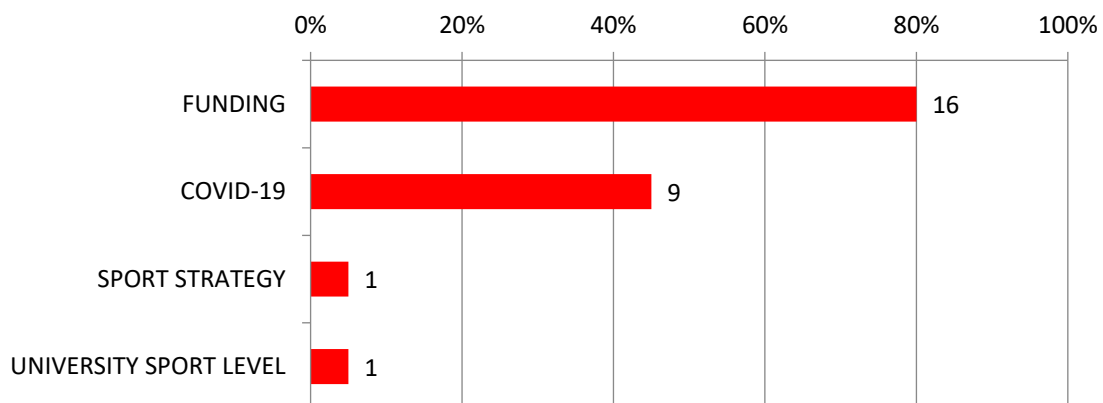
#### *Q.3 Participation in the Chengdu 2021 FISU World University Games*

- Answered by all survey participants (105; 100%)

Answer Choices	Responses		Participating Countries of Chengdu 2021 FISU Games
Yes	85	81%	77%
No	20	19%	

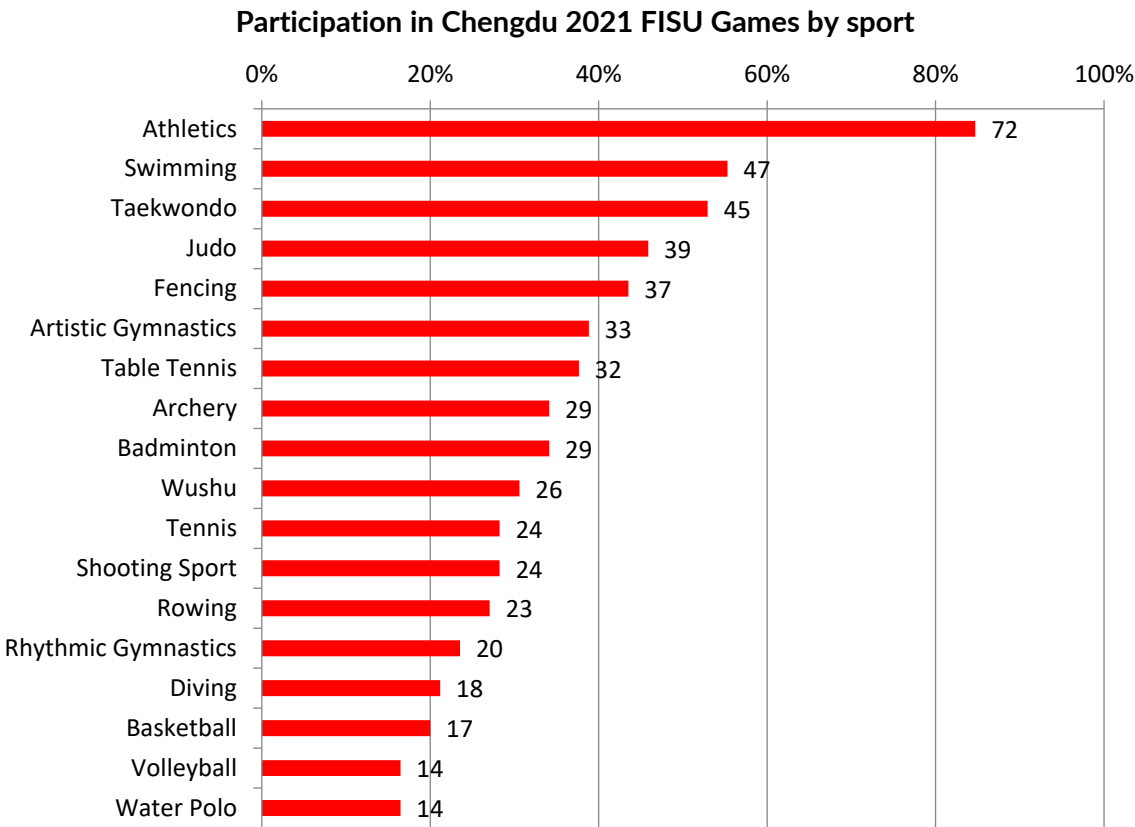
#### *Q.4 Reasons not to have participated in the Chengdu 2021 FISU World University Games*

- Answered by survey participants who replied “No” in Q.3 (20; 19%)
- Multiple answers were allowed



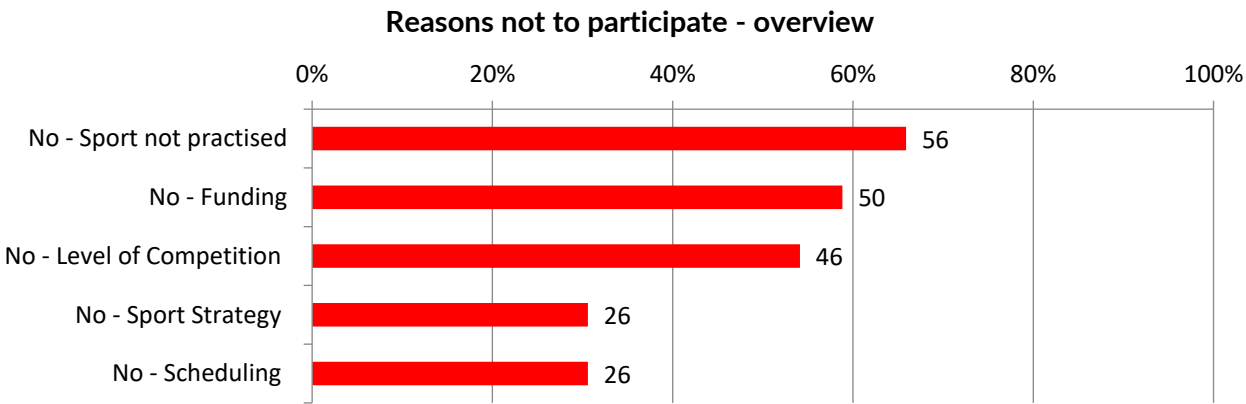
#### *Q.5 Sports: Participation in Chengdu 2021 FISU World University Games*

- Answered by survey participants who replied “Yes” in Q.3 (85; 81%)

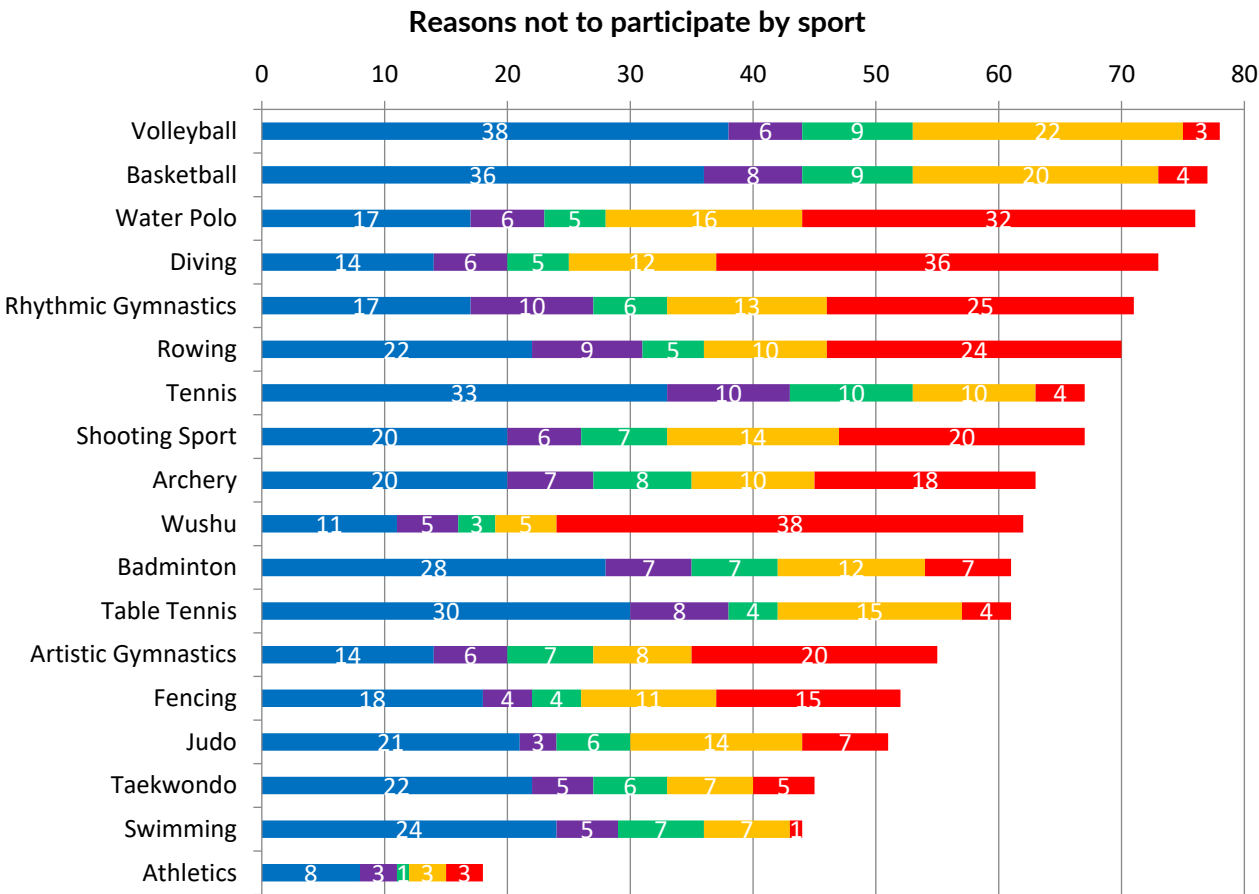




- Q.5 also asked if the delegation took part in certain sport, and if not what was the reason



- Multiple answers per sport were allowed



- No - Funding - Our NUSF didn't have enough resources or didn't get financial support.
- No - Sport Strategy - The NF/our NUSF don't consider the FISU Games in the strategy for the sport
- No - Scheduling - The dates of the FISU Games collided with other international competitions
- No - Level of Competition - The level of competition in the FISU Games is too high
- No - Sport not practised - The sport is not or barely practised in our country

**Q.6 How satisfied are you with the organisation of the Chengdu 2021 FISU Games?**

- Answered by survey participants who replied “Yes” in Q.3 (85; 81%)

	Extremely Satisfied	Very Satisfied	Satisfied	Not Satisfied
Overall Satisfaction	69%	24%	6%	1%

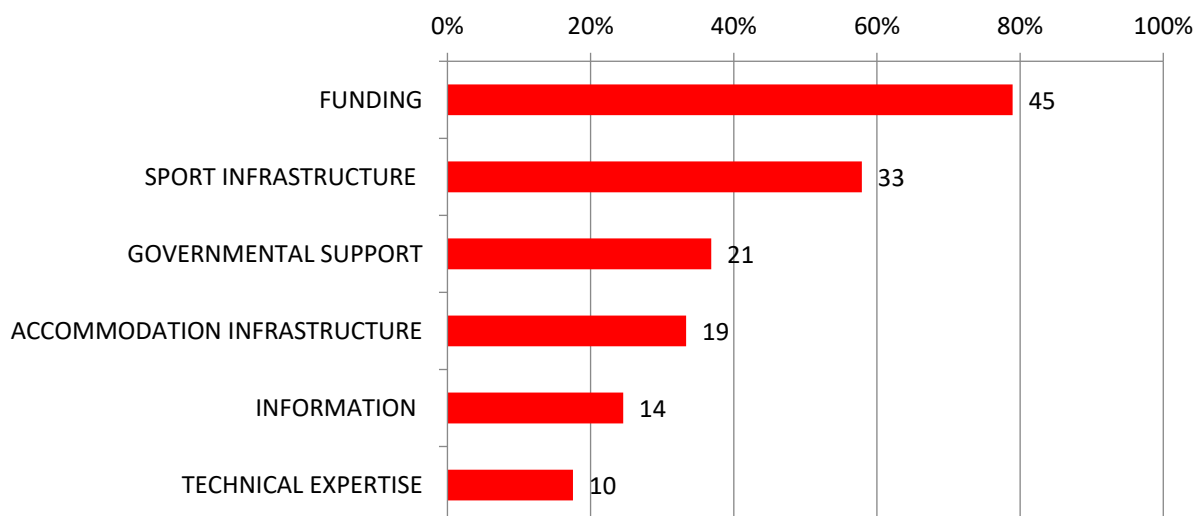
**Q.11 NUSF interest in hosting a FISU World University Games**

- Answered by all survey participants (105; 100%)

Answer Choices	Responses	
Yes – We are interested and we are ready to do that	10	10%
Yes – But we are not ready to do that	57	54%
No – We are not interested	38	36%

**Q.13 NUSF interest in organising FISU World University Games Summer - Why is your NUSF not ready to host FISU Games Summer?**

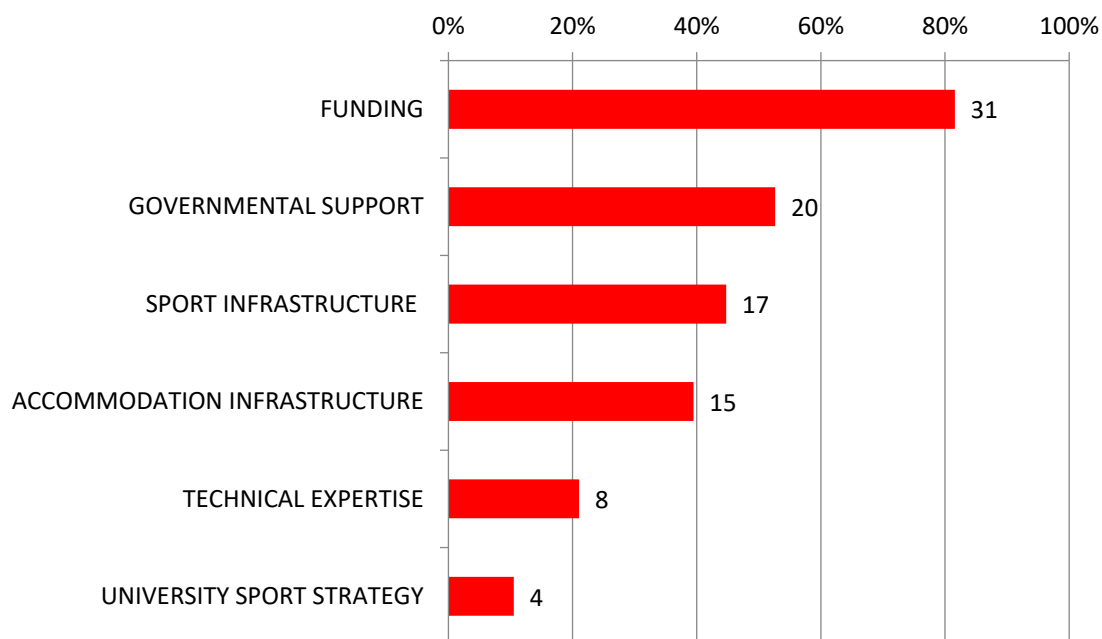
- Answered by survey participants who replied, “Yes – But we are not ready to do that” in Q.11 (57; 36%)
- Multiple answers were allowed



**Q.14 NUSF interest in organising FISU World University Games Summer – Why is your NUSF not interested to host FISU Games Summer?**

- Answered by survey participants who replied, “No – We are not interested” in Q.11 (38; 54%)
- Multiple answers were allowed

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### 4.2 NUSF Questionnaires Analysis

- Athletics, Swimming and Taekwondo were the sports with the highest participation marked by responding countries, while Rowing, Rhythmic Gymnastics and Diving attracted the lowest number of countries in the survey (except for the team sports, which have a limited number of spots following the team selection).
- These survey results were confirmed by the official entry data; highest participation by countries in Athletics (93), Taekwondo (56) and Swimming (55) and lowest participation in Rowing (26), Rhythmic Gymnastics (22) and Diving (17).
- In general, lack of funding is the main reason that prevents delegations from participating – in the FISU Games Summer as well as the respective sports, as well as from hosting FISU Games Summer. Meanwhile, most common reasons for not participating in a sport were that a sport is not or barely practised, lack of funding and the level of competition while scheduling and a lack of recognition/consideration by national federation are lower-ranking factors.
- Delegations marked the organisation of the Chengdu 2021 FISU Games as highly satisfying: 99% of the responding delegations were satisfied or better (very satisfied and extremely satisfied) compared to 72% in 2019 Summer Universiade and 94% in 2017. The one delegation not satisfied in Chengdu haven't been satisfied in the past two editions.
- A majority of survey participants expressed their interest in hosting the FISU Games Summer (64%), with 10 countries consider themselves ready to host the event (among them the already selected hosts for 2025, 2027 and 2029),
- Major factors for not being ready to host are a lack of funding, not having the necessary sport infrastructure and the lack of governmental support.
- Major factors for not being interested in hosting the FISU Games Summer are lack of funding and governmental support and the lack of necessary sport infrastructure.

### 4.3 Key Stakeholder Interview Summary

For each of the four stakeholder groups (organising committees, athletes, IFs and experts), one customised question was asked per group and one standardised question was asked to all interviewees. The customised question responses are presented firstly followed by the standardised question responses with a comparison between stakeholder groups. Please find the profiles for the interviewed key stakeholders in the appendix 9.1.

***Customised Question to Organising Committee: How did you perceive the FISU Summer Games before becoming the host city, and how do you see it now? What was / is the biggest challenge for your organisation work?***

While analysing the replies regarding the perception of the FISU Summer Games, it was encouraging to notice that all interviewees acknowledged the significance of the FISU Summer Games in terms of its potential impact and visibility, whether on the host country or city, or on the international stage. Meanwhile the Organising Committees differed in their initial perceptions, evolving perspectives, and assessments of the event's impact:

**Cultural and educational value:** Two out of the three OCs viewed the FISU Games as primarily a "sports" event, similar to a university version of the Olympics. However, the perception evolved to see it as a platform for promoting regular exercise in the local community, cultural exchange, and cooperation among university students. "For FISU Summer Games, competition is a medium, through which university students can build a habit of regular exercise and meet with their peers from all cultures and learn to cooperate and tolerate. FISU Summer Games is a sporting and educational event." (OC1, 2024)

**Level of event:** One OC "previously believed that the FISU Games' standard requirements would not be too high, but practice has proven that the standard system of the University Sports Federation is relatively clear and specific, and relatively high (OC2.2, 2024)". Once selected to host the FISU Summer Games, "OCs get a better understanding of the inner workings, which requires lots of work and areas that need support from FISU and International Federations. (OC3, 2024)",

**Level of competition:** from the sport perspective, it was also mentioned by a former Organising Committee that their OC previously believed that the participation level of each event would represent the highest level of college students in this event, while the actual level of each event was very uneven.

**Biggest challenges:** when discussing challenges, it was clear that the nature and specificity of the local situation created unique challenges, for the most part all OCs shared similar challenges. These challenges ranged from external factors such as the impact of the COVID-19 pandemic for two organising committees, to internal factors such as coordination and control within the organising committee for all the three host cities, and awareness-building and funding constraints for two organising committees. “While OCs need to do awareness building ourselves, the FISU Games is not fully ready with the build-in awareness” (OC3, 2024).

In conclusion, the analysis of the responses demonstrated a nuanced understanding of the FISU Summer Games, with perceptions evolving from primarily a sporting event to an event encompassing educational, cultural, and economic dimensions. It also highlighted the challenges and areas requiring support in hosting such events, underscoring the importance of finance, brand awareness, effective planning, coordination, and collaboration among stakeholders.

### ***Customised Question to Athletes: How do you evaluate the FISU Summer Games experience?***

#### ***What was your main benefit from the experience?***

To cover a wider range of views, athletes representing both genders, individual sports and team sports, elite gold medallist to non-elite student athletes were interviewed. The feedback from all the athletes was positive. They all shared appreciation for their experiences at various editions of the FISU Summer Games, while each response reflected on the personal growth (mentioned by all athletes), cultural exchange (mentioned by 4 athletes), and competitive spirit fostered by the events (mentioned by all athletes). Additionally, they all highlighted the honour and pride associated with representing their country or institution on a global stage.” I really enjoyed the FISU Games. It was, especially for me as a judoka, who normally attends tournaments outside of the view of the public, an amazing experience to be at the center of the attention.” (A1, 2024)

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An athlete took part in the FISU Summer Game became a coach at later editions, and provided a deeper reflection on the long-term impact of participating in multiple FISU Summer Games, including personal growth and the promotion of university sports. “As an athlete (and a coach), I participated in four consecutive FISU Summer Games, and this experience lasted throughout my entire college career. From the youthfulness of participating in the first competition in 2009 to the maturity and responsibility in the last three years, the FISU Summer Games has always been the most sacred competition in my heart and the dream pursued by every student-athlete.” (A4, 2024)

Overall, these student athletes shared a common appreciation for the FISU Summer Games, these events offered unique insights based on the individual experiences and perspectives of the student athletes and will stay in their memory for their life, as said by A2, “For me, this event is one of the two best weeks I’ve ever experienced.”

### ***Customised Question to International Federations: How do you position the importance of the FISU Summer Games in your IF’s strategic plan and why?***

In order to have thorough feedback from international sport federations (IFs), different types of sports were selected, e.g. team sports, individual sports, sports that have a long history in the FISU Games, sports that are recently included as compulsory sport programme of the FISU Games. While the interview requests were extended to six federations, only four were able to provide thoughts and insights within the timeframe, which may also indicate how FISU / the FISU Games is placed in the IF’s strategy.

The responses of all four IF representatives highlighted the importance of the FISU Games in fostering collaboration between international sports federations and universities. They emphasised the unique opportunities provided by the FISU Games for university-level athletes to transition into elite sports and for the development of young talent, recognised the FISU Games as a platform for developing young athletes and promoting sports among university students. Another key-theme from the interviews was “dual careers”, three federations emphasised a lot on collaboration between international sports federations and FISU to support the dual careers of student-athletes, and to have strategic alignment

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between the missions of FISU and respective sports federations in supporting youth development and talent identification.

There were also some differences in the approaches and perspectives of the federations towards the FISU Games, e.g. while one federation actively promoted participation and sent scouts/advisers to the FISU Summer Games to advise athletes and referees, another one expressed a need for clearer collaboration and strategic alignment. As mentioned by IF2, "Without having a clear collaboration, it is not possible for us to place the FISU events in the IF planning...".

To summarise, the IF interviews provided insights into how different international sports federations viewed and engaged with the FISU Games, and showed that FISU still has a long way to go in many fields, e.g. collaboration enhancements, athletes development, in order to build a solid strategic alignment with its relevant IFs and gain their full supports.

***Customised Question to Multi-sport Event Experts: How do you perceive the FISU Summer Games in terms of the level and the positioning of event among the international sport calendar?***

Three multi-sport event experts, with two of them being in the sport industry (including the FISU Games) for over 30 years from different events and positions, and the third one served as the former FISU Games Director, and still being active in lecturing and coaching in sport organisation and management.

All three perceived FISU Summer Games as having a challenge in public awareness and media coverage compared to other international events. "When you are at the event, the general impression: a major sport event ranked in the top tier, the competition, the look, the venue... There is no major different that I could perceive from the Olympic Games. To hear about it in the media and to know that the event exists is different." (E2, 2024)

In addition, two experts shared acknowledgment of the FISU Games' role as a developmental stage for athletes aiming for higher-level competitions like the Olympics. And this point is interestingly crossing over the view of both the athletes and the international sport federations.

All the three experts highlighted the internal and external perspectives on the positioning of the FISU Games. They discussed the confusion regarding the event's placement and the challenges of funding

for top-level student athletes. One expert also mentioned the importance of consistent naming for the event, which has gone through some evolution during the recent years.

***Common Question to all interviewees: Share three ways to enhance the FISU Summer Games from your perspective and experience?***

The common question asked to all 17 stakeholders interviewed was “Could you share three ways to enhance the FISU Summer Games from your perspective and experience?” resulting in over 47 recommendations summarised below.

Theme	Description	# of responses
<b>Brand Awareness:</b> to enhance the visibility and impact of the FISU Games through communication and promotions.	<ul style="list-style-type: none"> <li>• Enhance public awareness and media coverage to promote the FISU Games through various media channels to improve public awareness and perception.</li> <li>• Review media consumption and exposure strategies to cater to the younger target demographic, focusing on digital channels and social media over traditional broadcasting, and using highlights to enhance visibility.</li> <li>• Ensure consistency in positioning and messaging about the FISU Games, both internally and externally, differentiate the event as the premier competition in student sports to attract top talent and support.</li> <li>• Collaborate with NUSFs to raise awareness globally, not just in host countries, to increase participation and interest.</li> <li>• Address venue and signage shortcomings to improve spectator experience and sense of belonging.</li> </ul>	Raised 7 times by OC, athletes, IF, expert
<b>Cultural and Local Community:</b> Integrate art and cultural activities, strengthen partnerships with universities, enhance fan engagement with local community.	<ul style="list-style-type: none"> <li>• Further enhance integration of sporting, cultural, and scientific elements and differentiate it from other events. This could include festival-like elements to enhance the overall experience and promote cultural exchange.</li> <li>• Emphasise the involvement and recognition of universities as key drivers of the university sport movement. Strengthen the link to enhance grassroots programmes and relevance at the local level.</li> <li>• Prioritise fan engagement and activation, both digitally and physically, to involve the entire university community and the general public.</li> <li>• Offer greater accessibility and involvement opportunities for the public and local citizens during the FISU Games. Strive for a balance between pure sports and sport entertainment, understanding spectators'</li> </ul>	Raised 12 times by OC, athletes, IF, expert



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	preferences, and providing educational content about athletes and sports.	
<b>FISU Requirements:</b> adaption and sustainability, to remain open to emerging trends in the sports world.	<ul style="list-style-type: none"> <li>• Adapt to local hosting conditions and recognise the importance of aligning event planning with local potentials and circumstances.</li> <li>• Enhance sustainability measures and prioritise sustainability considerations in candidature documents to ensure a focus on environmentally friendly practices.</li> <li>• Acknowledge emerging trends in the sports world and to remain open and flexible in response to evolving challenges and changes.</li> </ul>	Raised 6 times by OC, athletes, IF, expert
<b>FISU Support:</b> FISU to take a more proactive role for event planning and delivery.	<ul style="list-style-type: none"> <li>• FISU to assume greater responsibility in event planning and organisation, reducing the burden on OCs to figure things out independently.</li> <li>• FISU to increase staff and professional skills, ensuring the presence of knowledgeable staff fluent in the native language to work effectively with OCs.</li> <li>• FISU should be viewed also as a knowledge carrier and facilitator, facilitating intensive and targeted knowledge exchange between FISU and OCs to enhance cooperation and access to past data for improved support tailored to each organizer's circumstances.</li> </ul>	Raised 3 times by OC, expert
<b>IF Relations:</b> fostering partnerships and improving collaboration with other federations.	<ul style="list-style-type: none"> <li>• Increase collaboration with the IOC and other event owners not only for event delivery but also for knowledge management, aligning efforts on sponsorship and sustainability.</li> <li>• Further enhance collaboration with international sports federations. Build close connection and strategic partnerships, gain technical support and work together.</li> </ul>	Raised 9 times by OC, athletes, IF, expert
<b>Sport Programme:</b> incorporating flexibility in the sports programme.	<ul style="list-style-type: none"> <li>• Flexibility in sport programme, e.g. number of sports, incorporating exhibition sports, demonstration sports, para sports.</li> <li>• Programme adjustment based on student athletes trends and needs, to enhance the event's appeal.</li> <li>• Reconsider the existing sports with low participation among university students, to avoid challenges in project implementation.</li> </ul>	Raised 5 times by OC, IF, expert
<b>Technology:</b> utilising technology to improve the FISU Games management and delivery.	<ul style="list-style-type: none"> <li>• Emphasise the importance of collecting, compiling, and analysing data to educate event owners and inform decision-making, while further clarifying requirements and quantity requests.</li> <li>• Utilise the FISU Games as a platform for innovation, , potentially through collaborations with emerging companies to achieve cost-effective implementation.</li> </ul>	Raised 2 times by athletes, expert

<b>Others:</b> Not directly related to the FISU Games.	<ul style="list-style-type: none"> <li>• It would be great for the athletes, to get the possibility to watch other sports =&gt; note from the author: this opportunity exists, a delegation management issue</li> <li>• FISU to anticipate risks in abusing student athletes, to avoid jeopardising the development of the FISU events</li> </ul>	Raised 2 times by athletes, expert
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### 4.4 Observation from Benchmarking

#### 4.4.1 Sport Programme

For the Olympic Games, it is the IOC members who ultimately vote on the sports to be included on the programme, however, there are many discussions with IFs and OCOGs prior to the point when sports are put forth for an IOC vote. With the Agenda 2020 +5, the organising committees have a more interactive role in the process of shaping of the Olympic programme. Added to the Olympic Charter in 2014, it is now stipulated that an OCOG can propose one or more additional events to be considered by the IOC Executive Board for inclusion, but only for their specific edition of the Games. This strategy is designed to incorporate new flexibility into the way in which events are chosen and introduce more innovation and a focus on youth into the Games (The Olympic Studies Centre, 2018). Also the Executive Board, after consultation with the IFs, decides the specific events under each sport.

Different from the FISU Summer Games, the proposal and discussion on the additional sports are both done after the selection of the host city for the event. For example, Paris and Los Angeles were awarded the 2024 and 2028 Summer Olympics at the 131st IOC Session in September 2017, and the IOC approved the 28 core sports from the 2016 programme for Paris 2024 at the same IOC Session (Nutley, 2017). Two years later, in February 2019, the Paris Organising Committee proposed the inclusion of breakdancing (breaking), as well as skateboarding, sport climbing, and surfing as optional sports, which were approved during the 134th IOC Session in Lausanne, Switzerland, on 24 June 2019. As to Los Angeles, the number of "core" sports proposed was originally 28, but was raised to 30 with the reintroduction of weightlifting and modern pentathlon, which was approved together with the OC's proposal of 5 optional sports, during the same month at the 141st IOC Session in Mumbai, India. (IOC, 2023)

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In terms of the number sports for the Summer Olympic Games, a stipulation was included in the Charter between 1955 and 2013. From 1955 to 2004 it was 'at least' 15 of the listed sports that must be included and from 2007 to 2013, the total was not to exceed 28, with 25 chosen from the 'core' sports. Beginning in 2014, the number of sports was replaced by a maximum number of events in order to better control the participation size (The Olympic Studies Centre, 2018). Among the stated aims of the IOC Agenda 2020, Recommendation 9 was to limit the number of athletes at the Summer Games to approximately 10,500 and the number of events to 310 (IOC, 2014). The official Paris 2024 Olympic sports programme includes 28 core sports with 4 additional sports, and encompasses 329 events, while for Los Angeles 2028, 5 additional sports (i.e. baseball/softball, cricket, flag football, lacrosse and squash) have been approved for a total of 35 sports, with the list of events to be further discussed.

The Commonwealth Game released a new games roadmap in October 2021. Starting with the 2026 Games, they will change the requirements for sport programme, i.e. approximately 15 sports should be competed at each games, of which a new category of "Compulsory Sports", containing athletics and swimming as well as their para-sport disciplines will be the only sports that hosts are required to include in their programme. Then, their Core Sports category will be expanded to include all other current core and optional sport. The host cities will be able to choose from this Core Sports category, and even propose other sports beyond this list (CGF, 2023).

Another multi-sport event researched is the World Games, which are an international multi-sport event comprising sports and sporting disciplines that are not contested in the Olympic Games. They are usually held every four years, one year after a Summer Olympic Games, over the course of 11 days. At the IWGA Annual General Meeting in May 2023, the Executive Committee of the IWGA unveiled the programme for the World Games 2025, which will have 30 official sports, same number as the previous Games. Their member sport federations can apply for the disciplines they propose for participation in the next edition. The decision on sports and disciplines is made by the World Games Executive Committee after review by the International World Games Association (IWGA) Sports Department. Other sports and disciplines can be included through a proposal by the host city as long as the quota of 5,000 participants is

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not exceeded (The World Games, 2023). With the selection of the host city for the World Games 2025 back in May 2019, one could tell that the confirmation of the official sports, the selection of the optional / additional sports was way later than the selection of the host city.

	Host City Selection	Compulsory Sports	Optional Sports	Criteria
<b>Olympic Games 2024</b>	2017	28 sports, announced in 2017	4 sports, announced in 2019	Total number of events; Total number of participants does not exceed 10,500 athletes.
<b>Olympic Games 2028</b>	2017	30 sports, announced in 2023	5 sports, announced in 2023	
<b>World Games 2025</b>	2019	30 sports, announced in 2023	Still to be chosen	As long as the quota of 5,000 participants is not exceeded
<b>Commonwealth Games 2026</b>	Still to be chosen	2 sports	Approximately 13 sports	Approximately 15 sports to feature at the Commonwealth Games

The above bench marking study shows that the timelines of confirming the sport programme for the FISU Summer Games, for both the compulsory sports and the optional sports, could be modified for various purposes. It might be also an innovative idea to review the structure of the sport programme, as well as the number and the quota calculation.

Indeed, adjusting the sport programme is crucial to guarantee the event's success, relevance, and resonance within the broader community. It helps to ensure the event remains current, engaging, and aligned with the evolving landscape of sports.

### 4.4.2 Cultural Exchanges at the Youth Olympics Games

Around the “Compete, Learn & Share” structure, the Youth Olympic Games include various cultural exchange programmes aiming at going beyond the competition and providing participants with opportunities to learn about and appreciate diverse cultures, traditions, and perspectives. They have classified the activities into three targeted groups: Athletes, coaches and all (i.e. local students, communities and spectators) Examples of cultural exchanges at the Youth Olympic Games include:

- **Sport initiation:** The sports initiation programme for athletes, other participants and local young people and visitors are organised in collaboration with the International Federations, the National Federations and /or local clubs. Through these initiation, fans, spectators, and local communities could come to the venues and try out the sports under the instruction and guidance of professional staff. This creates a sense of excitement and opportunity, emphasises inclusivity by welcoming both beginners and those with some experience in sports. The sport initiation programmes were organised in all the past editions of the Youth Olympic Games and proved to be a great success.
- **Local youth programme:** Projects involving local school system and youth communities, such as design contests, Young Technical Officials, Young Volunteers and Young Commentators. “For all YOG editions, young people are engaged to design Olympic properties such as medals, the cauldron, or the visual identity.”
- **Festival sites:** Major locations where multiple competition and/or non-competition activities are organised, which become the “beating heart” of the event. For examples, in Nanjing 2014, the Nanjing Sports Lab was organised, merging the competitions and a festival at the same location to improve spectator experience; in Lillehammer 2016, the YOG’s first cultural festival offered concerts, exhibitions and the showcasing of sports. (IOC, 2023)

These activities continue to evolve with each edition, adapting to the changing needs and interests of the global youth population.

### **4.4.3 Host Town Programme at the Special Olympics**

The Host Town Programme concept is initiated by the Special Olympics in 1995, aiming to provide a positive and engaging experience for the athletes and allows the host communities to showcase their hospitality and inclusivity (Special Olympics, 2023). While specific details may vary depending on the location and the particular edition, here is a general overview of what the programme typically involves:

- **Welcome and hosting:** Local communities are selected to host athletes from different countries. They provide accommodations for athletes and their delegations. Meals are often shared, providing an additional opportunity for interaction.
- **Cultural exchange:** Cultural exchange activities are a key part of the programme, where athletes get the opportunity to experience the local culture and traditions of the host community; while the host community, in turn, learns about the cultures of the visiting athletes. Various community

events and activities are organised to entertain and engage the athletes. These may include parades, ceremonies, concerts, and sports demonstrations.

- **Training facilities:** Host communities may offer training facilities to allow athletes to prepare for their upcoming competitions. This ensures that the athletes have the necessary resources and support to perform at their best during the games.

The overarching goal of the Host Town Programme is to foster friendship and inclusion. By connecting local communities with athletes from around the world, the programme promotes understanding, tolerance, and unity. For the most recent of the Special Olympic World Games in Berlin, Germany, the Organising Committee has selected 216 Host Towns. “While getting to know the country and its people, the delegations will experience the special and unique regional features of all the German federal states up close. This will help the communities – cities, counties, districts and municipalities – to forge an image of Germany throughout the whole world.” (Special Olympics Berlin 2023, 2022)

### 5 Recommendation for the FISU Summer Games

#### 5.1 Sport Programme

After analysing the literature review and the data finding, the first key recommendation for the FISU Summer Games is linked to adjusting its sport programme.

Currently the FISU Summer Games has a list of 15 compulsory sports, with the host city being able to choose up to 3 optional sports from the FISU recognised sports, at the time of bidding for the FISU Summer Games. The recommendation would be to conduct sport evaluation to redefine the positionings of different sports within the current compulsory sport list, so as to reduce this list to around 10 sports; meanwhile modify the optional sport selection procedure and requirement to make the sport programme more open and flexible.

- **Sport evaluation:** sport evaluation as a multifaceted tool, can play a crucial role in the development of the FISU Games sport programme. By systematically assessing performance and related factors of each sport, FISU can make informed decisions to ensure a sustainable and progressive sports environment, to see which sports fit in better the FISU Games character and be in line with the FISU Global Strategy. The evaluation should be conducted in accordance with the FISU Games frequency, i.e. every two years, and consider all main factors, including event performance, sport popularity, media and marketing value, IF profile and cooperation, cost and sustainability.  
An evaluation template is proposed in the appendix 9.2 for further reference and discussion.
- **Number of compulsory sports:** within the current FISU Sport Policy, there is no clear procedure nor standard on how to enter or exit from the list of the Summer Games compulsory sports. To reduce the host cities requirements for venues and funding, and also to create a more competitive environment within the compulsory sports, it is recommended to reduce the number of compulsory sports to around 10 sports, which will be selected based on the outcome of the sport evaluation. The sports falling out from the FISU Games compulsory sport list will join the others into the FISU World University Championship sports, while remain eligible to be selected by the host cities as optional sports.
- **Optional sports selection:** with the comparatively long lifecycle of the FISU Games (6 years from the selection to the hosting), the host city actually does not need to rush into proposing the optional sports at the time of the bid. It is recommended the optional sport call be opened after the

organising committee is officially founded and be selected within 12 months following the OC foundation. The bid for the optional sports should be open to all the IFs of which the sports are recognised by FISU (currently 64 sports excluding the existing compulsory sports in the FISU Summer Games), per the FISU Sport Policy. The interested IFs should then prepare a bid, considering the local situation of the host city. FISU should also stay more open on the number of optional sports, to make it from zero to five, so that the event scale can be flexible based on the host city's capacity.

- **Parasport inclusion:** with the Rhine Ruhr 2025 adding wheel chair basketball 3 x 3 into the programme, the compulsory inclusion of parasport should be put on the schedule for the future events, with the host city being able to choose the very parasport(s).

Implementing these adjustments can contribute to more dynamic, relevant, and successful sporting events. It increases flexibility and cost efficiency, creates competition among the IFs to be more supportive and active in the FISU Games programme, and supports the strategic development of sports and can lead to greater economic and social benefits for host cities:

- **Increased flexibility and adaptability:** With fewer compulsory sports, the event can more easily adapt to changing sports trends and incorporate new or emerging sports that capture public interest. It allows host countries to add sports that are culturally significant or particularly popular locally, making the event more engaging for local audiences and increasing spectator turnout.
- **Cost efficiency:** Hosting fewer compulsory sports can significantly lower the costs associated with venue construction, maintenance, and operational expenses. This is especially beneficial for host cities with limited budgets.
- **Enhanced focus on quality:** Fewer sports mean that organisers can concentrate on delivering a higher quality event with more attention to detail, improving the overall execution and management of the games, enhancing client groups experience and performance.
- **Community engagement:** allowing OCs to choose more optional sports that are more popular locally can foster greater community involvement and enthusiasm, creating a stronger legacy and lasting impact.
- **Strategic sporting development:** Actively evaluate sports can lead to a more diverse range of sports being included over time, giving less traditional sports a chance to be showcased on a global stage. The evaluation on the compulsory sports, and the bidding for the optional sports could also create



competition between the sports and the IFs, so that they could attach more importance to the FISU Games and provides more supports.

- **Promotion of inclusivity and diversity:** Including parasports would foster an inclusive environment that celebrates diversity. It promotes the idea that sports are for everyone, regardless of physical ability, and sends a powerful message about the value of inclusivity.

### 5.2 FISU Games Park

One of the most mentioned recommendations from the stakeholders' interviews was the cultural value of the FISU Games. This highlights the importance of shifting from a purely competitive focus to a more holistic experience, integrating sporting and cultural elements, which can significantly enhance the overall impact of the FISU Games.

The FISU Games Park is currently an optional element of the cultural activities to be hosted during the event at the OC's choice, without any detailed requirements or instructions. It is recommended that the FISU Games Park be compulsory with clear guidance from FISU.

The FISU Games Park should be planned near competition venues or in a central area easily accessible by public transport. The OC's should be responsible for the overall park plan including general zoning and other legal requirements, access to electricity and Wi-Fi, with additional park attractions and roles shared as outlined below:

	Description	FISU	Organising Committee	Other Parties
Performance and Exhibitions	<ul style="list-style-type: none"> <li>• Performances, art installations, and cultural displays should be featured throughout the FISU Games Park, allowing visitors to experience the host city's artistic and cultural traditions.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide requirements;</li> <li>• Approve the overall plan</li> </ul>	<ul style="list-style-type: none"> <li>• Plan and Implement</li> </ul>	
	<ul style="list-style-type: none"> <li>• Youth Music Festival should be organised, inviting youth artists as well as artists popular among the youth, to further connect the Park with the youth community</li> </ul>			
	<ul style="list-style-type: none"> <li>• A FISU Exhibit must be set up within the FISU Games Park,</li> </ul>	<ul style="list-style-type: none"> <li>• Provide requirements;</li> </ul>	<ul style="list-style-type: none"> <li>• Plan and Implement in</li> </ul>	<ul style="list-style-type: none"> <li>• FISU Games Museum in</li> </ul>

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	in collaboration with FISU, to promote the FISU values as well as its events.	<ul style="list-style-type: none"> <li>• Approve the overall plan;</li> <li>• Designing, setting-up, and managing the Exhibit;</li> <li>• Provide data and certain items as agreed with the OC</li> </ul>	collaboration with FISU; <ul style="list-style-type: none"> <li>• Provide the space and hardware as required by FISU;</li> <li>• Allocate certain workforce as required by FISU for the preparation and implementation; # of volunteers to assist FISU</li> </ul>	Chengdu to provide items and be part of the planning
<b>Sport Initiation</b>	<ul style="list-style-type: none"> <li>• Organise sport initiation activities, including sport demonstrations, lessons, challenges, and virtual reality experiences related to the sports featured in the FISU Summer Games; to offer a variety of activities that cater to different ages, abilities, and interests;</li> </ul>	<ul style="list-style-type: none"> <li>• Provide requirements;</li> <li>• Approve the overall plan</li> </ul>	<ul style="list-style-type: none"> <li>• Plan and Implement in coordination with other parties</li> </ul>	<ul style="list-style-type: none"> <li>• IFs, NSF, and/or local sport clubs should be encouraged to assist with these activities and showcases</li> </ul>
<b>Sponsorship and partner exposure</b>	<ul style="list-style-type: none"> <li>• Designate an area for sponsors to be highlighted and their contributions to the FISU Summer Games prominently displayed.</li> <li>• Sponsors exhibition booths and branded areas may be set up in the Park to distribute materials, host contests and giveaways, demonstrate relevant products or services.</li> <li>• Opportunity for the sponsors and local international companies to conduct interviews with FISU participants.</li> </ul>	<ul style="list-style-type: none"> <li>• Approve the overall plan</li> <li>• Liaise with the FISU partners to set up their booths</li> </ul>	<ul style="list-style-type: none"> <li>• Offer the space and necessary hardware support (tables, chairs, power, lighting.)</li> <li>• Liaise with the OC partners to set up their booths</li> </ul>	<ul style="list-style-type: none"> <li>• Sponsors and partners are fully responsible for planning and managing their own booths and activities and to indemnify the OC on any activity</li> </ul>
<b>Future event exposure</b>	<ul style="list-style-type: none"> <li>• The FISU Games Park should include promotional booth for the future FISU events (e.g. the future FISU Summer Games), and the future events in the host city / region.</li> </ul>	<ul style="list-style-type: none"> <li>• Approve the overall plan</li> <li>• Liaise with the FISU future event organisers to</li> </ul>	<ul style="list-style-type: none"> <li>• Offer the space and necessary hardware support (tables, chairs, power, lighting.)</li> </ul>	<ul style="list-style-type: none"> <li>• Future event organisers be fully responsible for planning and</li> </ul>

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		set up their booths	<ul style="list-style-type: none"> <li>• Liaise with the host city future event organisers to set up their booths</li> </ul>	managing their own booths and activities;
<b>Fan zone</b>	<ul style="list-style-type: none"> <li>• A fan zone within the FISU Games Park, equipped with large screen to follow the events, can serve as the space for local community and sport fans to engage and enjoy the event together. Together with FISU and the delegations, activities could be organised such as opportunities to meet athletes, take photos, and get autographs. Informal sessions where athletes share their experiences and insights into their sport.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide requirements</li> <li>• Approve the overall plan</li> </ul>	<ul style="list-style-type: none"> <li>• Plan, source the necessary staging and technology equipment and Implement</li> </ul>	<ul style="list-style-type: none"> <li>• Delegations / athletes will be invited to take part in the activities at their good will</li> </ul>
<b>Merchandise &amp; Concessions</b>	<ul style="list-style-type: none"> <li>• Offer food and beverage options as well as event merchandise and souvenirs</li> </ul>		<ul style="list-style-type: none"> <li>• Plan and Implement by either outsourcing or managing internally</li> </ul>	Local vendors required to secure the necessary health & safety permits to serve food

The FISU Games Park should be a festive site, which showcases the host city's cultural heritage and diversity, fosters cultural exchange among participating delegations, visitors and local community, and leaves a lasting legacy that promotes cultural understanding and appreciation. It will provide a multifaceted benefit to FISU, the host city, athletes, spectators, and the broader community, as follows:

- **Cultural exchange:** The Park can promote the local culture and facilitate cultural exchange among participants from different countries, providing an educational experience for delegations and other visitors. With participants from around the world, the Park becomes a melting pot of cultures, promoting mutual understanding and respect.

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- **Community engagement:** Involving local artists, performers, and cultural groups in events and activities within the park ensures community engagement and pride, fostering a sense of community and engagement, and also make them feel as part of the FISU Summer Game.
- **Promotion of university sports:** Having a dedicated park enhances the visibility and prestige of university sports and the FISU Games, encouraging greater participation and supports.
- **Fan Experience:** The park can offer a variety of fan zones, entertainment areas, and interactive activities, enhancing the fan experience and making the event more enjoyable for all attendees.
- **Athletes' experience:** The FISU Games Park provides a centralised location where athletes can access the local culture and engage with the local community.
- **Host city / region:** The Park provides the chance to promote not only the FISU Games but also other city activities and future events, which leaves a positive impact for the city promotion. Via engaging activities and informative materials, this will promote and generate excitement for the upcoming events and attract interest from general public and stakeholders.
- **Sponsors and partners:** opportunities to recognize and promote sponsors to the visitors and the local community; exposure and promotion of its brand, services and product in front of the public.

### 5.3 Host University Project

Universities are the roots of the university sport movement. For the FISU Summer Games, universities are typically involved in volunteering, and sometimes serve as the FISU Games Village and the sport venues. In the future, FISU should further strengthen partnerships with universities via the Host University Project.

The Host University Programme will be a one or two day programme prior to the Opening Ceremony, during which local universities will be hosting / welcoming delegations in their campus, spending time together with the local universities students to showcase the university life and cultural exchanges.

	FISU	Organising Committee	Host Universities
Foundation phase	<ul style="list-style-type: none"><li>• Provide detailed instructions and requirements on the project</li><li>• Approve the overall strategy for the Host University Project</li></ul>	<ul style="list-style-type: none"><li>• With close collaboration with the local NUSF, establish a strategy for the Host University Project</li><li>• With close collaboration with the local NUSF,</li></ul>	<ul style="list-style-type: none"><li>• Apply for the project, and If recruited, establish working groups for planning and implementation</li></ul>

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		recruit universities for the project	
<b>Planning phase</b>	<ul style="list-style-type: none"> <li>• Provide estimated number of delegations, and suggestions on matching delegations with host universities</li> </ul>	<ul style="list-style-type: none"> <li>• Review and approve the hosting plans to make sure it is in line with the FISU requirements and OC strategy</li> <li>• Match delegations to host universities</li> <li>• Ensure smooth communication between delegations and host universities</li> </ul>	<ul style="list-style-type: none"> <li>• Develop detailed plans of activities and schedules, taking into consideration the hosted delegation</li> <li>• Communicate directly with delegation for registration and programme details</li> </ul>
<b>Operational phase</b>	<ul style="list-style-type: none"> <li>• Monitor the overall programme</li> </ul>	<ul style="list-style-type: none"> <li>• Supervise the host universities in the implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Receive the delegations and execute the activity plans</li> </ul>
<b>Concluding phase</b>	<ul style="list-style-type: none"> <li>• Debrief and impact study together with the Organising Committee</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct surveys among host universities and delegations</li> <li>• Debrief and impact study with FISU</li> </ul>	<ul style="list-style-type: none"> <li>• Internal report and debrief</li> </ul>

As a brand new project, the implementation could go through one or two pilot editions (e.g. optional participation from delegations, reduced programme) until it gets into the final shape (e.g. compulsory participation from all delegations, staying over-nights in the host university). Through the engagement of local universities, this programme aims at:

- **University involvement:** Creating direct touch with the universities and emphasising their involvements and recognition at the FISU Games, as they are the key drivers of the university sport movement
- **Event impact:** Enhancing the FISU Games impact via grassroots programme at the local level
- **Education and culture:** Providing the student athletes an opportunity for academic experience and / or cultural sharing with the local university students in the host city / region
- **New concept testing:** Testing model of multi-university accommodation for a longer run, in response to the general challenge of the accommodation facilities for the FISU Summer Games.

### 5.4 FISU Supports and Requirements

It is clear that FISU should consider enhancing its operational support to the organising committee, and actively updating its event requirements, which can lead to better relationships with the host cities, more smooth and successful events, and increased alignment with FISU's global strategy.

- **Host city selection:** In order to secure future host cities, FISU needs to be more open in the host city selection criteria and provide more support to the candidate cities during their bidding process.

	Description
<b>Co-hosting options</b>	<ul style="list-style-type: none"> <li>• In recent years, FISU has several co-hosting cases, but mostly for several cities within the same regions, such as the Rhine Ruhr 2025 FISU Summer Games, and the Chungcheong 2027 FISU Summer Games. Exceptionally, the 27th Winter Universiade was co-hosted in Slovakia and Spain under exceptional conditions. FISU should officially allow co-hosting options cross different cities and even countries, to explore more event hosting possibilities and attract more host cities.</li> </ul>
<b>FISU supports</b>	<ul style="list-style-type: none"> <li>• FISU is already offering workshops and support to help cities with the bidding process and event planning.</li> <li>• To conduct data capture and analysis (mentioned below) would be a great plus to understand the requirements and real needs;</li> <li>• In the long run, FISU could also consider offering financial subsidies or grants to help cities cover the costs associated with preparing and delivering the FISU Games.</li> </ul>
<b>Tailored proposals</b>	<ul style="list-style-type: none"> <li>• FISU to proactively identify potential host cities and to develop customised proposals that address the specific interests and strengths of potential candidate cities</li> <li>• For developed countries, FISU should promote the FISU Games as an opportunity for the host city to showcase and implement sustainable practices and innovations;</li> <li>• For cities with visions of using the FISU Games as an upgrading platform, FISU should ensure that the facilities built for the event have planned long-term uses, such as community sports centres, which can benefit the local population for years to come.</li> </ul>

- **Co-working relationship:** FISU, as the event owner of the FISU Summer Games, currently positions itself with three main roles when working with the organising committee, guiding, assisting and supervising. However, based on the past experience and also the stakeholder interviews, it is highly

recommended that FISU involves itself more in the event preparation process. In addition to the regular FISU inspection visits (typically from 3 to 7 days) to review the progress, FISU should station its professional staff onsite for longer period, to work along with the organising committee during the critical phases, such as the master plan foundation drafting, the model venue exercise, the development of the readiness exercise. Likewise, it is also recommended that the Organising Committee dispatch its English-speak staff, to work in the FISU office with the FISU Summer Games Department, from the foundation of the organising committee to the delivery of the event.

A co-working environment fosters collaboration and teamwork. Team members can easily share ideas, provide feedback, and work together on tasks, leading to more innovative solutions and better decision-making. Via this co-working relationship, FISU can strengthen its relationships with the organising committee, which fosters a sense of shared purpose and mutual support. By direct involvement, FISU can ensure that the event adheres to the FISU standards and guidelines in all key aspects, and that each edition maintains a consistent level of quality, which helps in maintaining the reputation and integrity of the FISU Summer Games, regardless of where it is held.

- **Data capture and analysis:** Currently, FISU does not have / own any operational data of the event, except for the information provided by the organising committee from their Main Operation Centre report (MOC Daily), which is very unstable due to the OC willingness and capacity. It is beyond any doubt that big data leads to more accurate and effective strategies for organising and improving the FISU Games. Therefore, FISU should dedicate human and finance resources in developing data capture and analysis in different fields to identify trends and patterns in client group needs, spectator engagement, and operational efficiency, for better planning and development of future requirements and standards. Please find in appendix 9.3 a proposed table of data set to be captured.

Rich data capture and precise data analysis leads to efficiency in operation, optimises resource use and minimises waste in line with FISU's commitment to sustainability. It also provides detailed audience demographics and engagement metrics, which allows for more targeted marketing efforts and more attractive sponsorship packages, potentially increasing revenue and brand exposure.

- **Youth programme:** As mentioned in the Host University Project, universities are the roots of the university sport movement. Currently FISU organises the Young Reporter Programme in collaboration with the organising committee, and FISU should push more to involve youth, which should include not only the universities students, but also school students and other youth, into the FISU Summer Games.

Youth Programme*	Description
<b>Young reporter programme</b>	<ul style="list-style-type: none"> <li>Existing project, targeting at recruiting international and local youth majored in media direction to take part in the FISU Summer Games as media representatives. This project should be further extended to different media categories such as photographers, and also encourage more participation from the local side.</li> </ul>
<b>Young technical official programme</b>	<ul style="list-style-type: none"> <li>FISU to take the lead in encouraging IFs and NFs to nominate more youth as International Technical Officials and National Technical Officials, without compromising on the quality. Giving the young technical officials an opportunity to train and experience international events. Seminars and trainings can also be organised onsite.</li> </ul>
<b>FISU Games identity elements</b>	<ul style="list-style-type: none"> <li>FISU to add in its requirements for the organising committee to involve youth in its main visual identity elements and promotional materials creation, such as the design of the mascot, the logo, the slogan, the promotional posters and the theme song.</li> </ul>
<b>Youth music festival</b>	<ul style="list-style-type: none"> <li>FISU to add in its requirements on the organisation of the Youth Music Festival at the FISU Games Park, as stated in 5.2.</li> </ul>
<b>Organised visits to the FISU Games Village</b>	<ul style="list-style-type: none"> <li>Organising university/school visit to the FISU Games Village offers a holistic educational experience that can significantly impact students' academic, personal, and social development. Visits to the FISU Games Village, often hosted by universities, can also provide school students with a glimpse into university life and potentially motivate them to pursue higher education.</li> </ul>

\*Youth mentioned in this document is defined as ages 15 to 29 based on the common practice in the European Union.

### 5.5 Relations with IFs and Other Event Owners

While reviewing the key stakeholders interviews, it is noticed that while some federations view the FISU Games as valuable for preparing new talents and referees, some others consider their own age group championships as more important strategically and do not care too much about the FISU Games.

Therefore, it is important to further develop better relationships with the International Sports Federations as well as other major sport events owners.



- **International Sport Federation:** Currently FISU has a collaboration convention with the majority of IFs that are part of the FISU Summer Games compulsory programme. But these conventions serve more as framework agreements on the responsibilities of the FISU Summer Games delivery. To gain more supports from the IFs and to build closer connections, FISU should utilise its unique resources and develop strategic partnerships with the IFs.

	Description
<b>Education</b>	<ul style="list-style-type: none"> <li>• In line with the concept of the young technical official programme, the FISU Games could be used for referee clinics, mentoring and supervision</li> <li>• To utilise FISU's education resource to support IFs in their dual career project, and to attract more professional athletes in the university sport movement</li> <li>• Training camps for certain FISU Summer Games athletes: finalists of the FISU Games have the chance to take part in IF training camps</li> <li>• launch joint marketing campaigns and projects showing how engaged the IFs are in the well-being of students across the world and in shaping a better world for the future.</li> </ul>
<b>Innovation</b>	<ul style="list-style-type: none"> <li>• FISU Summer Games as new innovations platform for the IFs in the areas of rules and regulations, event formats and technology</li> </ul>
<b>Sport development</b>	<ul style="list-style-type: none"> <li>• IF to be involved in the team selection for team sports, e.g. wild card for the IF to pick up their preferred team in line with their strategy</li> <li>• Organise continental preliminaries in collaboration with IFs for selected sports, especially team sports, to enlarge the FISU Games participations, as well as to promote the sport at the ground level.</li> </ul>

- **Collaboration with other major multi-sport events owners:** There are a number of major multi-sport events at the international, continental, and regional level including the World Games, Special Olympics, Youth Olympics, Gymnasiade Games, not including the Olympic Games. Despite different focuses, target groups, and sport programmes, these events actually have a lot of similarities, e.g., they are all multi-sport format with international participation, they all have cultural and educational components and emphasis on youth and development, they all promote inclusivity and diversity. Therefore, it is important to start working with them to enhance collaboration and share resources.

	Description
<b>Athletes development</b>	<ul style="list-style-type: none"> <li>• Working with other event owners to ensure a comprehensive development pathway for student athletes from school sports to university sports and beyond</li> <li>• Promote dual-career programmes, helping athletes balance education and sports, thus supporting their long-term well-being and career prospects</li> </ul>
<b>Advocacy and influence</b>	<ul style="list-style-type: none"> <li>• Align strategies, understand how to benefit from each other and to coordinate events calendars. Work together to strengthen advocacy efforts with international bodies like the IOC</li> <li>• FISU enters into partnerships in the upcoming years to share experience or join forces in particular areas (e.g. Nagoya 2026)</li> </ul>
<b>Knowledge management</b>	<ul style="list-style-type: none"> <li>• Create an exchange platform where event owners can trade and exchange packages, enabling clients to attend the event at different levels, according to the interests</li> </ul>

- **International Olympic Committee:** The Olympic Games and the FISU Summer Games have lots of characters in common, and therefore could have been interlinked in various aspects. However, while the IOC recognises the value of FISU, the differences in their missions, scope, and strategic priorities may lead the IOC to allocate more attention and resources to other partnerships and initiatives that have a more direct impact on the Olympic movement.

From FISU side, FISU's mission centres on promoting university sports and educational values, which, although complementary, are not the core focus of the IOC. In addition, FISU aims to be self-sufficient and maintain its autonomy in decision-making, and operates independently with its own governance, funding, and organisational structure. Having this said, there might be potential for collaboration and mutual support where their interests align but at this phase, it will not become the priority of any of the two parties. Therefore it is recommended that the relationship between the IOC and FISU be characterised by mutual recognition and collaboration, while maintaining distinct missions and areas of focus.

### 5.6 Brand Awareness

It was often repeated by all the stakeholders that FISU needs to enhance the visibility and impact of the FISU Summer Games through communication and promotions. While this recommendation should be absolutely followed, there is more to be thought, as the key challenge of the FISU Summer Games brand

awareness links to the global brand awareness on FISU itself, and where FISU wants to go in its next steps.

To enhance the brand awareness, before starting to plan how to raise the brand awareness, FISU needs to re-analyse who are the main target audience, and to understand the needs, preferences and behaviours of these target audience.

- **Target audience definition:** the FISU Summer Games has a long list of stakeholders. One can easily list a few, such as the FISU family, national university sports federations, university students and student athletes, the universities, the educational institutions, the general sports enthusiast, the sponsors and partners, the local community of the host cities, IFs and media. To raise the brand awareness, instead of talking with all parties, FISU needs to firstly define in its strategy who are the most important audiences that FISU Summer Games would like to reach, with a priority list.
- **Understanding the audience:** Once confirmed the priority list of the target audience, FISU should conduct surveys / gather data to understand the audience's interests, values, attitudes, lifestyle, and behaviours. It is important to determine how the audience perceive FISU and the FISU Summer Games, what they want to achieve / receive, what obstacles they face, and what are their preferred channels in staying connected with the FISU Summer Games. This feedback will also be useful for the future shaping of the event.
- **Tailored strategies:** Only after having identified the key audiences and their personas, FISU could develop specific strategies for each segment to address their unique needs and preferences. It is, nevertheless, important to ensure consistency in positioning and messaging about FISU and the FISU Summer Games through these specific strategies focusing on different audiences.

Once the specific strategies are defined, various tools could be used to carry out the plan. Below are a few thoughts, which need to be adapted based on the preferred channels of the target audience:

<b>Media platforms</b>	<ul style="list-style-type: none"><li>• Collaborate with university sport influencers</li><li>• Optimise the website and other digital content for search engines to increase visibility</li><li>• Partner with major sports networks and news outlets</li><li>• Encourage athletes to share their experiences and promote the FISU events on their personal social media accounts</li><li>• Create targeted email marketing campaigns to keep fans and stakeholders informed and engaged</li><li>• Use online advertising platforms like Google Ads, Facebook Ads, and Instagram Ads to reach a broader audience;</li></ul>
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Marketing platforms	<ul style="list-style-type: none"><li>• Partner with nonprofits and international sports organisations, such as the International School Sports Federation, to expand the reach and impact of the event</li></ul>
Educational platforms	<ul style="list-style-type: none"><li>• Partner with universities to promote the event through their networks, including newsletters, campus events, and social media</li></ul>
Host City platforms	<ul style="list-style-type: none"><li>• Develop community programmes that encourage local participation and support, such as volunteer opportunities and school engagement programs.</li></ul>

## 6 Conclusions

Themes	Recommendation	Importance	Urgency	FISU Lead	Actions	Timeline	Critical Success Factors
Sport Programme	Sport evaluation	High	High	FISU Summer Games Dpt.	Review the sport evaluation template; Define the potential multipliers based in the FISU future strategy and conduct the pilot project	July 2025	Collection of the relevant data
Sport Programme	Compulsory sports policy modification	High	High	FISU Summer Games Dpt.	Submit the concept for FISU leadership approval	Early 2025	Political supports
Sport Programme	Optional sports policy modification	High	High	FISU Summer Games Dpt.	Submit the concept for FISU leadership approval	Early 2025	Political supports
Sport Programme	Parasport inclusion	High	High	FISU Summer Games Dpt.	Submit the concept for FISU leadership approval	Early 2025	Political supports
FISU Games Park	FISU Games Park	Medium	Medium	FISU Education and Cultural Activity Dpt.	Discuss with relevant parties on the concept and include it into the FISU Minimum Requirements	End of 2024	Implementation
Host University Project	Host University Project	High	Medium	FISU Education and Cultural Activity Dpt.	Discuss with relevant parties on the concept including the future OC to conduct the pilot project based on the OC readiness	Early 2025	Recruitment of the universities by OC
FISU Supports and Requirements	Host city selection policy	High	High	FISU Summer Games Dpt.	Submit the concept for FISU leadership approval	Early 2025	Human resources and staff skills
FISU Supports and Requirements	Co-working relationship	High	High	FISU Summer Games Dpt.	Submit the concept for FISU leadership approval	End of 2024	Human resources and staff skills

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<b>FISU Supports calculated Requirements</b>	<b>Data capture and analysis</b>	High	High	FISU Summer Games Dpt.	Submit the concept for FISU leadership approval	Early 2025	Financial resources, budget to be calculated and approved
<b>FISU Supports and Requirements</b>	<b>Youth programme</b>	Medium	Medium	FISU Summer Games Dpt.	Discuss with relevant parties (FISU, IFs, OC) on the concept and include it into the FISU Minimum Requirements	End of 2024	Human resources and staff skills
<b>Relations with IFs</b>	<b>Education</b>	Medium	Medium	FISU Summer Games Dpt.	Discuss with a few pilot IFs, to further understand their needs and feasibilities of these project	Mid 2025	Resources required from both FISU and IFs
<b>Relations with IFs</b>	<b>Innovation</b>	Medium	Low	FISU Summer Games Dpt.			Implementation
<b>Relations with IFs</b>	<b>Sport development</b>	Medium	Medium	FISU Summer Games Dpt.			Resources required from both FISU and IFs
<b>Relations with Other Event Owners</b>	<b>Athlete development</b>	Medium	Low	FISU Education and Cultural Activity Dpt.	Discuss with relevant parties(FISU, IF, OC) on the concept and to evaluate the feasibility	Early 2025	Human resources, educational resources
<b>Relations with Other Event Owners</b>	<b>Advocacy and influence</b>	High	Medium	FISU Leadership	Submit the concept for FISU leadership approval	Mid 2025	Political supports
<b>Relations with Other Event Owners</b>	<b>Knowledge management</b>	High	Medium	FISU Summer Games Dpt.	Start firstly bilateral discussion with event owners to establish exchange platforms / programmes	Early 2025	Political supports
<b>Relations with IOC</b>	<b>Maintain current relations</b>	Medium	Medium	FISU Leadership	n/a	On-going	Political considerations

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<b>Brand Awareness</b>	<b>Redefine target audience and develop tailored strategies</b>	High	High	FISU Leadership	Propose to the FISU leadership to relaunch the discussion on defining the key target audience for FISU and the FISU Summer Games, potentially for all FISU events	Early 2025	Political supports; human resources and staff skills
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In conclusion, the recommendations outlined above aim to address current challenges and capitalise on opportunities, to ensure the ongoing success and growth of the FISU Summer Games, which should continue to evolve as a premier international university sports event and foster a positive environment for student-athletes and stakeholders alike in the long run.

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### 8 Abstract

This paper explores the future directions of the FISU Summer Games, organised by the International University Sports Federation (FISU). Founded in 1949, FISU aims to positively influence future leaders through university sports experiences. The FISU Summer Games, a flagship event since 1959, have evolved into one of the world's largest multi-sport events, drawing thousands of student-athletes.

Despite their success, the FISU Summer Games face several challenges, such as geographical dispersion, limited media recognition, high costs, and competition with other events. To address these issues, the FISU Global Strategy was released in 2021, prompting several initiatives. To support these efforts, the author conducted a comprehensive literature review on recent trends in major sports events, benchmarked against analogous events, and performed surveys and interviews with various stakeholders.

Based on the study, further recommendations in various areas have been developed, including refining the sports programme, establishing a FISU Games Park and Host University Project, adjusting FISU hosting requirements, increasing support for host cities, enhancing relationships with International Sports Federations and other major multi-sport event owners, and redefining target audience strategies to enhance brand awareness. The author aims for these recommendations to strengthen the impact and sustainability of the FISU Summer Games, ensuring their ongoing success and growth.

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Cet article explore les orientations futures des Jeux d'été de la FISU, organisés par la Fédération Internationale du Sport Universitaire (FISU). Fondée en 1949, la FISU vise à influencer positivement les futurs leaders à travers des expériences sportives universitaires. Les Jeux d'été de la FISU, événement

phare depuis 1959, sont devenus l'un des plus grands événements multisports au monde, attirant des milliers d'étudiants-athlètes.

Malgré leur succès, les Jeux d'été de la FISU sont confrontés à plusieurs défis, tels que la dispersion géographique, une reconnaissance médiatique limitée, des coûts élevés et la concurrence avec d'autres événements. Pour remédier à ces problèmes, la Stratégie Globale de la FISU a été lancée en 2021, ce qui a conduit à plusieurs initiatives. Pour soutenir ces efforts, l'auteur a mené une revue de littérature approfondie sur les tendances récentes des grands événements sportifs, en les comparant à des événements analogues, et a réalisé des enquêtes et des entretiens avec divers acteurs concernés.

Sur la base de l'étude, d'autres recommandations ont été élaborées dans divers domaines, notamment l'affinement du programme sportif, la création d'un parc des Jeux de la FISU et d'un projet Université Hôte, l'ajustement des exigences de la FISU pour l'accueil des Jeux, l'augmentation du soutien aux villes hôtes, le renforcement des relations avec les Fédérations Sportives Internationales et d'autres organisateurs majeurs d'événements multisports, et la redéfinition des stratégies de ciblage du public pour améliorer la notoriété de la marque. L'auteur vise à ce que ces recommandations renforcent l'impact et la durabilité des Jeux d'été de la FISU, assurant leur succès et leur croissance.

## 9 Appendices

## 9.1 Key Stakeholder Profiles for Interviews

Category	Code	Role / Position
OC	OC1	CEO, FISU Summer Games OC
OC	OC2.1	Head of International Relations, FISU Summer Games OC
OC	OC2.2	Head of Sport and Venue, FISU Summer Games OC
OC	OC3	CEO, FISU Summer Games OC
Athletes	A1	Gold Medalist of the FISU Summer Games, Individual Sport
Athletes	A2	Athlete of the FISU Summer Games, Team Sport
Athletes	A3	Gold Medalist of the FISU Summer Games, Team Sport
Athletes	A4	Gold Medalist of the FISU Summer Games, Team Sport
Athletes	A5	Athlete of the FISU Summer Games, Individual Sport
Athletes	A6	Athlete of the FISU Summer Games, Individual Sport
IF	IF1	Board Member of an International Sport Federation, Individual Sport
IF	IF2	Director of an International Sport Federation, Team Sport
IF	IF3	Director of an International Sport Federation, Team Sport
IF	IF4	CEO of an International Sport Federation, Individual Sport
Expert	E1	Managing director of a sport consultancy company, experienced in many Olympic Games, FISU Games and other major events
Expert	E2	Director of an international multi-sport event in a sport federation, experienced in many Olympic Games, FISU Games and other major events
Expert	E3	CEO of a sport consultancy company, experienced in event and project management in multicultural environments, including the FISU Games.

## 9.2 Sport Evaluation Template

Category	Sub-category	Criteria	Explanation
Event	Events participation	Number of countries taking part (last 2 FISU events avg.)	3 points for the 5 sports with the highest number of countries, 2 points for those from 6th to 10th place, 1 point for the rest
		Number of applicant countries	3 points for the team sport with the highest number of countries applying, 2 points for the second, 3 for the third
		Total number of athletes taking part (last 2 FISU events avg.)	3 points for the top 5 sports, 2 points for those from 6th to 10th place, 1 point for the rest

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			or the opposite depending on the approach to be chosen
		Percentage of each gender taking part (last 2 FISU events avg.)	3 points for the 5 sports with the most balanced gender percentages, 2 points for those from 6th to 10th place, 1 point for the rest
<b>Sport</b>	General Overview	Date of entry in the FISU Sport programme	3 points for the 5 "oldest" sports, 2 points for those from 6th to 10th place, 1 point for the rest
		Number of times in FISU Programme (WUC/SU or WUC/WU)	3 points for the 5 sports which were part of the programme for the highest number of times, 2 points for those from 6th to 10th place, 1 point for the rest
		NUSFs' Interest in the Sport (FISU Sport Survey result)	3 points for the top 5 sports in the survey, 2 points for those from 6th to 10th place, 1 point for the rest
		Popularity of the sport among university students	3 points for the top 5 sports in the survey, 2 points for those from 6th to 10th place, 1 point for the rest
<b>Media and Marketing</b>	Media and Marketing exposure	Hours of international broadcast (last 2 FISU events avg.)	3 points for the 5 sports with the highest number of hours of international broadcast, 2 points for those from 6th to 10th place, 1 point for the rest
		Cumulative audience	3 points for the 5 sports with the highest number of cumulative audience, 2 points for those from 6th to 10th place, 1 point for the rest
		Hours of livestreaming (last 2 FISU events avg.)	3 points for the 5 sports with the highest number of hours of live streaming, 2 points for those from 6th to 10th place, 1 point for the rest
		Number of viewers on FISU.tv	3 points for the 5 sports with the highest number of views on FISU.tv, 2 points for those from 6th to 10th place, 1 point for the rest
		Engagement of fans on Social Media	3 points for the 5 sports with the highest engagement of fans

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			on Social Media, 2 points for those from 6th to 10th place, 1 point for the rest
		Written press coverage during the Games	3 points for the top 5 sports, 2 points for those from 6th to 10th place, 1 point for the rest
		Number of # for the sport on Instagram and Twitter	3 points for the sports with the highest number of # on Instagram and Twitter, 2 points for those from 6th to 10th place, 1 point for the rest
		Look of the venue (last 2 events)	3 points for the top 5 sports in which the look of the venue can foster a better promotion of the FISU branding, 2 points for those from 6th to 10th place, 1 point for the rest
IF Information and cooperation	Overview	IOC Recognition (Y/N)	2 points for recognised IFs 0 for not recognised ones
		GAISF Recognition (Y/N)	2 points for recognised IFs 0 for not recognised ones
		WADA Code compliance	in or out criteria. Out of the programme if not compliant
		Number of national federations affiliated to the International Federation	3 points for the 5 sports with the highest number of national federations affiliated, 2 points for those from 6th to 10th place, 1 point for the rest
		Signed FISU collaboration convention (Y/N)	5 points for signed collaboration 0 points for not signed
		Calendar inclusion	3 points for calendar inclusion 0 if not
		Attribution of <i>World Ranking points</i> (Y/N)	5 points for attribution of World Ranking Points 0 for no points
		FISU Promotion on Social Media	3 points for the top 5 sports, 2 points for those from 6th to 10th place, 1 point for the rest
Costs and sustainability	Cost of competition and training infrastructures	Number of venues needed (Number of Fields of Play and of Training fields)	3 points for the 5 sports with less venues needed, 2 points for those from 6th to 10th place, 1 point for the rest
		Complexity of Venue Requirements (costs of securing the venues,	3 points for the 5 sport whose venue requirements are less complex, 2 points for those



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		complexity of the constructions needed)	from 6th to 10th place, 1 point for the rest
		Ability to share venues with other sports	5 points if the venue can be shared 0 if not
	Competition related costs	Number of ITO/NTO	3 points for the 5 sports with less ITOs needed, 2 points for those from 6th to 10th place, 1 point for the rest
		Cost structure (who pays)	5 points if the IF pays for ITOs 0 if not
	Costs related to equipment at competition and training venues	Costs of all sports-related equipment required at competition and training venues during the Games	3 points for the 5 sports whose related equipment is less expensive, 2 points for those from 6th to 10th place, 1 point for the rest
		Equipment provided by IF (e.g. balls)	5 points if IFs provide equipment 0 if not
	Costs related to technology requirements at competition venues	Technology complexity and costs required at competition venues for each specific sport/discipline.	3 points for the 5 sports whose technology requirements are less complex and less expensive, 2 points for those from 6th to 10th place, 1 point for the rest

Note: Multipliers, depending on the FISU future strategy, should be defined per each item to have the final score.

### 9.3 Data Capture - Example

Cat	Lead FA	What to Capture
Competition Venue	VEM	<b>Ticket scan throughput</b> , Spectators
	VEM	# of <b>items found and claimed</b> at Competition venues (other venues?)
	PRS	# of <b>Commentator</b> positions used at peak times
	PRS	# of <b>Broadcast Observer</b> seats used at peak times
	PRS	# of <b>mixed zone</b> users (print press, photog, ENG, RHB) at peak times
	PRS	# of <b>Print press tabled</b> seats occupied at peak times
	PRS	# of <b>Print press non-tabled</b> seats occupied at peak times
	PRS	# of <b>Photo positions</b> at peak times
	PRS	# of <b>Venue Press Conferences</b> held
	PRS	# of <b>Venue Press Conference</b> seats occupied at peak times
	PRS	# of <b>Venue Media Center</b> seats occupied at peak times
	PRS	# of <b>Media using Media Lounge</b> at peak times

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	OFS	# of <b>FF seats</b> occupied at peak times
	OFS	# of <b>FF Lounge</b> attendees, total and peak
	WKM	# of <b>Workforce Break</b> area users at peak
	SEI	<b>Screening throughput, Vehicles</b>
	SEI	# of <b>Vehicle screening portals (VSAs)</b> and xrays active
	SEI	<b>Screening throughput, Pedestrians</b> , Accredited screening areas
	SEI	<b>Screening throughput, Pedestrians</b> , Ticketed screening areas
	SEI	# of <b>Pedestrian screening portals (PSAs)</b> and xrays active
	SPT	# of <b>Athlete/Official</b> seats occupied, by SSA or DSA (if feasible)
	SPT	# of <b>Athlete Lounge</b> attendees
	SPT	# of <b>TO Lounge</b> attendees, by session/day/cume, by venue
	TRA	# and type of <b>parking</b> spaces occupied
	TRA	Security/Emergency Services
	TRA	Dignitary
	TRA	T1, Tx
	TRA	Delegation
	TRA	Photo Pool, Key Ops Vehicles
	TRA	Broadcaster
	TRA	Sponsor
	VEM	# & type of environmental incidents occurred

Note: due to the page limit, only examples for competition venues are presented, while the full list of data-set is available upon request.