

**Telfer School of Management
University of Ottawa**

EXECUTIVE MASTERS IN SPORTS ORGANISATION MANAGEMENT



**MEMOS XXVII
2024-2025**

Enhancing and Elevating the Fan Experience at the Los Angeles 2028 Olympic Games

Melissa Zhang

Tutored by Professor Lisa Delpy Neirotti
George Washington University



TABLE OF CONTENTS

SUMMARY/ABSTRACT (ENGLISH)	3
SUMMARY/ABSTRACT (FRENCH)	3
INTRODUCTION	4
REVIEW OF EXISTING KNOWLEDGE	6
DATA COLLECTION	16
RESULTS AND EVIDENCE	18
ACTION PLAN AND RECOMMENDATIONS	39
CONCLUSION	50
REFERENCES	51
APPENDICES	57

SUMMARY/ABSTRACT (ENGLISH)

This paper explores the essential elements of the spectator experience for the Los Angeles 2028 Olympic and Paralympic Games (LA28), drawing on a comprehensive literature review, qualitative interviews with international sport presentation experts, and survey data from prospective spectators. The study identifies key areas of focus for the LA28 Organizing Committee, including sport presentation, digital ticketing, public transportation, housing and homelessness, and inclusive community engagement. Lessons from Paris 2024, particularly the integration of cultural narratives and accessible public events, serve as a blueprint for enhancing the Olympic experience in Los Angeles. Interviews with officials from International Federations and previous Olympic organizing committees emphasized the importance of early collaboration, adequate staffing for the Spectator Experience function, and the need for sustained investment in transportation infrastructure and social services.

The recommendations presented are targeted, actionable, and aligned with LA28's stated values of creativity, inclusivity, and civic pride. Evaluation metrics — ranging from spectator satisfaction and engagement to equitable access and post-Games legacy — are proposed to assess the success of each initiative. Ultimately, the paper argues that a world-class spectator experience is inseparable from the broader social and cultural fabric of the host city. By addressing logistical challenges and embracing the diverse communities of Los Angeles, LA28 has the opportunity to create a Games that is both globally celebrated and locally cherished. This paper contributes to the evolving discourse on Olympic legacy and positions LA28 as a case study in delivering meaningful, human-centered mega-event experiences.

SUMMARY/ABSTRACT (FRENCH)

Cet article examine les éléments essentiels de l'expérience spectateur en vue des Jeux Olympiques et Paralympiques de Los Angeles 2028 (LA28), en s'appuyant sur une revue approfondie de la littérature, des entretiens qualitatifs avec des experts internationaux en présentation sportive, ainsi que des données issues d'enquêtes menées auprès de spectateurs potentiels. L'étude identifie plusieurs axes prioritaires pour le Comité d'Organisation de LA28, notamment la présentation sportive,

la billetterie numérique, les transports publics, les enjeux liés au logement et à l'itinérance, ainsi que l'engagement communautaire inclusif. Les enseignements tirés de Paris 2024, en particulier l'intégration de récits culturels et d'événements publics accessibles, servent de modèle pour enrichir l'expérience olympique à Los Angeles.

Les recommandations formulées sont ciblées, concrètes et cohérentes avec les valeurs affichées de LA28 : créativité, inclusion et fierté civique. Des indicateurs d'évaluation – allant de la satisfaction des spectateurs à l'engagement communautaire, en passant par l'accès équitable et l'héritage post-Jeux – sont proposés pour mesurer le succès de chaque initiative. L'article soutient que la qualité de l'expérience spectateur est intrinsèquement liée au tissu social et culturel de la ville hôte. En relevant les défis logistiques et en valorisant la diversité des communautés de Los Angeles, LA28 a l'opportunité de concevoir des Jeux à la fois mondialement salués et profondément ancrés localement. Cette étude contribue à la réflexion sur l'héritage olympique et positionne LA28 comme une étude de cas en matière d'organisation d'un méga-événement centré sur l'humain.

INTRODUCTION

At the time of this research, the Paris 2024 Olympic Games have recently concluded and are being hailed as a landmark success in modern Olympic history. Widely praised by the public, International Olympic Committee, and media alike, Paris 2024 represented not only a return to large-scale global gatherings following the disruptions of the COVID-19 pandemic but also a reimagining of the Olympic spectator experience. From the strategic use of the city's most iconic landmarks as integral to the Games' competition venues to the debut of fan-centered initiatives such as the Champions Park, a diverse array of Olympic House activations, and the inaugural People's Marathon, Paris 2024 set a new standard for how host cities can engage and inspire global audiences.

With approximately three years remaining until the Los Angeles 2028 Olympic Games, attention is now shifting towards how the next Summer Games host city will rise to the occasion. The success of Paris has raised the bar considerably, creating heightened expectations for what Los Angeles must deliver in terms of both innovation and execution. Though both Paris and Los Angeles are internationally

recognized cultural capitals, they differ significantly in geography, infrastructure, and urban character. Paris, with its compact and walkable 40 square miles, benefited from dense public transportation networks and relatively centralized landmarks. In contrast, Los Angeles spans over 500 square miles, is deeply car-dependent, and is often associated with traffic congestion and air quality challenges. Furthermore, funding for the Paris and Los Angeles Games differ in that the French State, Métropole du Grand Paris, and City of Paris supplied millions of public dollars to strengthen the Paris 2024 budget from a local and national government perspective, whereas Los Angeles is under pressure to deliver a completely privately funded Games (Rial, 2022). These stark differences necessitate a tailored approach for LA28, one that acknowledges the city's scale and complexity while seizing upon its unique strengths — such as its physical and non-physical legacies from hosting the 1932 and 1984 Games, diverse cultural fabric, and world-class entertainment infrastructure.

This research investigates how the LA28 Organizing Committee can elevate the fan experience for millions of spectators arriving from all corners of the globe by strategically leveraging the distinctive features of its city. The study explores the entire arc of the spectator journey — from arrival at Los Angeles International Airport (LAX) to in-venue experiences and city-wide fan zones — through the lens of both logistical planning and emotional engagement.

To inform this analysis, the paper begins with a review of existing literature that explores key themes such as Olympic host city planning, best practices in fan experience design, Los Angeles' legacy and history as a two-time Olympic host, and critical takeaways from recent Games — most notably Paris 2024. This foundational review will be complemented by original data collection, including qualitative interviews with subject matter experts and quantitative survey responses from Olympic fans. Together, these sources are synthesized to uncover key opportunities and potential challenges unique to the Los Angeles context.

The findings culminate in a set of recommendations and practical takeaways aimed at guiding the LA28 Organizing Committee as it prepares to meet — and potentially exceed — the global expectations set by its predecessor.

REVIEW OF EXISTING KNOWLEDGE

1. Introduction and Context

Paris 2024 was the first Olympic Games planned and delivered in accordance with the Olympic Agenda 2020 reforms, resulting in a Games that was markedly younger, more inclusive, urban, and sustainable ("Paris 2024: Record-breaking Olympic Games on and off the Field," 2024). In reviewing existing literature, much has been written about the gold standard for fan experiences at large sporting events, Paris's spectator-related successes, and the nature and origins of Los Angeles hosting the next edition of the Summer Games. Key terms guiding this literature included: sport event fan experience, Olympic fan experience, Olympic spectator feedback, Los Angeles 2028 Games, LA Olympics experience, 1932 Olympic experience, 1984 Olympic experience, Paris 2024 fan experience, Paris 2024 Games, Paris 2024 spectators, Los Angeles World Cup, LA World Cup fan plans, and Super Bowl LA LVI.

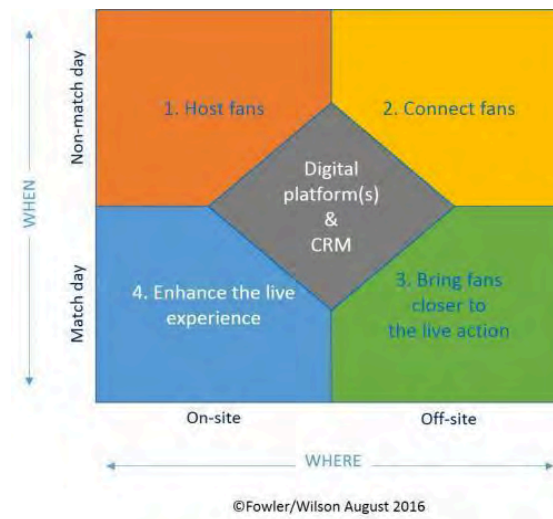
2. Best Practices in Sport Fan Experience

Best practices in fan engagement at sporting events prioritize added value and immersion that cannot be replicated via traditional media. Hwang et al. (2024) emphasize the need for a multi-sensory, immersive fan experience. Bauer et al. (2005) support this, noting that fans cite atmospheric elements as a key motivator for attending in person. Event organizers and sports marketers have adapted by elevating entertainment, music, food, and venue atmosphere. Their aim is to maximize value throughout the entire fan journey, from arrival to departure, while engaging fans on a variety of sensory levels.

According to sports consultants Fowler and Wilson (2016), fan engagement for many sports clubs begins with understanding the fan journey and ensuring as many pain points as possible are addressed (Business Improvement Network - BIN, n.d.). This in-depth understanding relies upon modern technology, social media, and data in order to best understand the complexities of a fan's journey at a mega-event like the Olympic Games. Fowler and Wilson created a matrix highlighting the need to approach optimal fan engagement from four angles (Business Improvement Network - BIN, n.d.). Digital platforms and CRM (customer relationship management) are at the center of it all, serving as the ever-constant factor that can enhance every aspect of a fan's experience leading up to and during an event like the Olympic Games:

Figure 1

Fan Engagement Matrix by Fowler and Wilson



Note: From Business Improvement Network - BIN. (n.d.). Fan engagement: From match day to every day. <https://www.bin.co.uk/fan-engagement-from-match-day-to-every-day>

3. Digital Innovations at Paris 2024

Given the pervasive role of smartphones in daily life and the growing influence of artificial intelligence, event organizers are increasingly leveraging advanced technologies and mobile apps to meet consumer needs before, during, and after events. This focus on digital innovation was clearly evident at the Paris 2024 Olympic Games, where dedicated apps allowed visitors to access ticket sales, transportation details, Olympic results, event news, and more. The digital communication strategy was tailored to individual attendees, with Robert (2024) reporting that event organizers sent out a total of 9 million emails, 7 million SMS messages, and 5 million push notifications, all customized to the specific needs of each fan.

For example, fans were provided specific transportation plans for their ticketed sessions (Robert, 2024). In total, Paris 2024 offered fans three consumer applications: the tickets application, the official application, and the transportation application. In addition, partners like Intel and Samsung created innovative AI experiences and activations for fans in Paris. For example, the first-of-its-kind Intel AI Platform Experience used AI and computer vision to analyze fans' athletic drills and match each

participant's profile to an Olympic sport ("Intel on the Road to Paris: 'We're Using AI to Transform the Olympic Experience for Fans, Organisers, Athletes and Viewers,'" 2024). Samsung provided fans with new viewing experiences by installing Galaxy S24 Ultra smartphones on the boats for sailing events, and on athletes' shoulders and buoys for kitesurfing and windsurfing events. This optimized software and technology allowed spectators to immerse themselves further in the action, enjoying first-of-its-kind footage (*Paris 2024: Olympic Fans Experience the Thrill of the Sailing Competition With Galaxy S24 Ultra*, n.d.). This creation of digital experiences to complement the in-person, tangible highlights of the Games was just one of the many ways in which the Paris 2024 Organizing Committee achieved positive reviews from fans and visitors this past summer.

4. Paris 2024 Fan Atmosphere and Engagement

In examining fan engagement and experience at the upcoming Los Angeles 2028 Games, it is essential to consider the successful strategies implemented during the Paris 2024 Olympic Games. A record 9.7 million tickets were sold for the Paris Games, providing spectators with unparalleled experiences centered around iconic landmarks, free festival zones, and unique events such as the People's Marathon, where 40,000 members of the public participated in an Olympic event. Additionally, the high volume of Olympic Nation Houses and geographical consolidation of many Houses to a single location created a new layer of engagement for the public (Walsh, 2024). Fans enjoyed competition at stunning venues such as the Champ de Mars, Eiffel Tower, and Grand Palais, and were immersed in a dynamic atmosphere created by constant entertainment and music. RWS Global, the production company responsible for this atmosphere, produced over 7,000 hours of in-venue content, including more than 2,000 music tracks, ensuring a vibrant and exciting environment for attendees across all 37 venues (Kristian Hernández, 2024). Historical footage and photos of past Games and Olympians were subtly edited to synchronize with sing-alongs or musical moments, enhancing the sensory experience through such activations.

Spectators also had the opportunity to join Olympians in medal celebrations at Champions Park and Trocadéro Gardens, where tens of thousands participated in a free festive atmosphere featuring live music and performances, celebrations with medalists, and competition broadcasts on giant screens

(“Olympians and Fans Invited to Experience ‘Games Wide Open’ at Celebrations in Heart of the City,” 2024). Such celebratory events created deeper emotional connections for both athletes and the general public, enhancing the overall fan experience at the Games. This was the first time such an experience was offered at a Summer Olympic Games, although medal plazas have been organized at Winter Games since 1994.

The "People's Marathon" was another standout feature of Paris 2024, offering 40,000 amateur runners the chance to run either a 10-kilometer race or a full marathon, an opportunity that deepened the public's connection to the Olympic Games. Fans and participants described the event as a unique, once-in-a-lifetime experience to run on an official Olympic marathon course, characterized by a vibrant and welcoming atmosphere (Arhirova, 2024). This concept, which took place shortly after the official Olympic races, could serve as a positive addition to the Los Angeles Games event program. If executed with careful planning around road closures and staffing logistics, such a public-facing marathon could provide a “once-in-a-lifetime” highlight for both local and international participants. With Paris 2024's “Marathon Pour Tous”, over 800,000 individuals around the world applied to participate in the historic, first-of-its-kind event (Yan & Yan, 2024). The Paris 2024 Organizing Committee offered a few different avenues to earn one's race entry into the People's Marathon. Some punched their ticket through unique sporting events, such as a running challenge against marathon legend Eliud Kipchoge as part of the “1,000 days out” celebrations leading up to the Paris 2024 Games. Others logged their daily physical activity over the years leading up to 2024 in order to acquire sufficient credits or points in order to qualify for a lottery stage (Trosic, 2025).

The Olympic Nation Houses also played a significant role in fan engagement during Paris 2024. For the first time in Olympic history, multiple countries joined the French National Olympic Committee at the Parc des Nations in La Villette, creating a massive, culturally immersive fan zone. This collaboration brought together 15 nations, offering fans the opportunity to experience diverse cultures without leaving Paris. The Olympic Houses featured communal viewing areas, interactive experiences, concerts, events with athletes, and the chance to sample traditional dishes (Carp, 2024). Sophie-Justine Lieber, director general of La Villette, described the experience as a “voyage without leaving Paris” (Barets, 2024).

Additionally, Paris 2024 marked the first time that Team USA House opened its doors to the public, providing an inclusive space for Americans to gather, watch events, enjoy medal celebrations, interact with athletes, and purchase Olympic merchandise. This new approach was well-received, with United States Olympic and Paralympic Committee CEO Sarah Hirshland noting the success of selling tickets to the public for the first time: "We're finding this to be a great success. People are finding this to be an experience worth buying a ticket to" (Carp, 2024). This initiative could serve as a model for Los Angeles, offering hometown fans the opportunity to engage in the Olympic spirit. Despite the high ticket cost (~\$350), the immersive experience provided by such a venue could be a popular and profitable element of the Games, further enhancing the level of national pride and Olympic engagement for attendees.

5. Transportation: Lessons from 1984 and Goals for 2028

Transportation plays an integral role in shaping the Olympic fan experience. Much scholarly attention has been directed toward the transportation planning efforts of past Games, particularly those held in Los Angeles in 1932 and 1984. The city of Los Angeles, even in the absence of the Olympics, has long been infamous for its traffic congestion. As reported by Schlepp (2024b), L.A. drivers endure an average of 89 hours annually stuck in rush hour traffic, making it the second-most congested city in the United States. Edwards (1984a) notes that, during the 1984 Games, there was significant concern among Angelenos about the potential for catastrophic gridlock, particularly as the most heavily attended events — such as swimming, gymnastics, and track and field — were scheduled in densely populated and frequently trafficked areas.

To alleviate such concerns, LA84 implemented an extensive transportation management system and stringent anti-car policies, ensuring that the city's highway networks would not be overwhelmed by both Olympic spectators and local residents. Giuliano (1988) highlights the creation of a robust bus network designed to transport athletes and visitors across the city. Additionally, the Organizing Committee imposed steep fees on limited parking spaces near venues in an effort to incentivize the use of public transit over private vehicles (Edwards, 1984a). Furthermore, temporary "Olympic" lanes were established

on major freeways, providing priority access for transit buses, Olympic athletes, and officials (LA Ramps up Transit Preparations Ahead of Hosting Its 3rd Olympic Games - Daily Bruin, 2024).

Looking ahead to the 2028 Games, transportation continues to be a prominent challenge for event organizers and spectators, given Los Angeles's reputation for severe traffic congestion, the limited reach of public transportation, and the considerable distances between competition venues. Mayor Karen Bass of Los Angeles outlined her ambitious vision for LA28 in an August 2024 news conference, stating that her goal is to create “a no-car Games” (Noack, 2024). To this end, the mayor emphasized the extensive use of public transportation, particularly relying on a fleet of several thousand buses, to transport spectators to the competition venues. To further reduce car usage, Bass has proposed encouraging Southern Californian businesses to adopt work-from-home policies during the Games (Hockstader, 2024). In support of this initiative, various transportation agencies, including LA Metro, Caltrans, the Los Angeles Department of Transportation, and Metrolink, have joined forces with LA28 and local municipalities to meet the ambitious objective of a car-free Olympic event (LA Ramps up Transit Preparations Ahead of Hosting Its 3rd Olympic Games - Daily Bruin, 2024). Additionally, LA Metro has outlined its Twenty-Eight by '28 Initiative, which details 28 public transportation projects intended to improve connectivity and facilitate transportation access throughout the region by the time the 2028 Games commence (Los Angeles County Metropolitan Transportation Authority, 2024). If these projects are successfully completed on schedule, they hold the potential to significantly enhance fan access and mobility during the Games. As of June 2025, eight of the 28 projects have been completed for 29% completion thus far, with the remaining 20 projects in progress at 71% (*28 Projects by 2028*, n.d.).

6. Social Challenges: Homelessness and Safety

The LA28 fan experience is further complicated by the persistent issues of homelessness and crime in the city. Homelessness has long been a critical social issue in the United States, with Los Angeles, particularly its downtown area, serving as a focal point of this crisis. As Hockstader (2024) describes, “thousands of unhoused people sleep in tents and on sidewalks, and dangerous, drug-infested neighborhoods” are prevalent throughout the region. The city is home to approximately 46,000 homeless individuals, a number roughly ten times higher than that of Paris (Hockstader, 2024). The LA28

Organizing Committee, alongside city authorities, will face a significant challenge in ensuring the safety and security of Olympic attendees. If left unaddressed, the visibility of homelessness could negatively influence public perceptions of the city's treatment of its vulnerable populations and result in unsafe or uncomfortable experiences for fans exploring the areas surrounding Olympic venues.

In the lead-up to the 1984 Olympics, local authorities took a harsh stance against homelessness in their efforts to beautify the city. This included the implementation of laws prohibiting the “use of streets for habitation” and the banning of sleeping on bus benches (Chandler, 2018). During the Games, dozens of homeless individuals were arrested and sent to detox centers, while security measures included the deployment of 20,000 security guards and police officers across Olympic venues, practice facilities, and Olympic Villages. An illustrative example of the 1984 approach is the donation of 250 out-of-style tuxedos and 90 pairs of shoes by a Downey-based tuxedo shop to the Midnight Mission, a nonprofit serving the homeless community. This initiative, intended to “dress up L.A.” for the Olympics, involved homeless individuals on Skid Row donning formal attire, with many viewing it as a superficial attempt to mask the underlying issues of homelessness (“Tuxedo Shop Dresses up Skid Row Residents for Olympics - UPI Archives,” 1984). This event underscores the tension between efforts to present a sanitized image for international visitors and the need for substantive interventions to address the root causes of homelessness.

Chandler (2018) notes that the current homeless population in Los Angeles County is roughly comparable to the numbers seen in 1984. As LA28 approaches, current leaders such as Mayor Karen Bass and Governor Gavin Newsom have publicly stated they will not adopt a similar “cosmetic” approach to addressing homelessness and instead are committed to implementing sustainable, long-term solutions to the ongoing crisis of affordable housing in the region. Newsom recently released a model ordinance for local governments to adopt, encouraging local leaders to resolve homeless encampments and connect people to shelter, housing, and care. His announcement aligned with the release of \$3.3 billion in Proposition 1 funding for communities to expand behavioral health housing and treatment options for their homeless populations (Luna & Goldberg, 2025).

The challenging homeless situation presents an opportunity for the city's politicians to address a pressing need for comprehensive strategies. This includes investing in affordable housing, providing

accessible social welfare services, and ensuring that the benefits of the Games are equitably distributed across all communities. Only through such inclusive approaches can the city hope to host an Olympic Games that truly reflects its commitment to social justice and community welfare.

7. Community and Athlete Involvement

A distinguishing feature of Olympic fandom in Los Angeles lies in the city's longstanding legacy of nurturing Olympic-caliber athletes, a tradition that dates back to the 1932 Games. As Dyreson and Llewellyn (2008) explain, the success of the 1932 Olympics served as a catalyst for the emergence of generations of elite athletes from California, many of whom have gone on to fill U.S. Olympic rosters. By the 1964 Tokyo Games, 101 of the 365 athletes on the American team were Californians — a trend that has continued into the present day, with California contributing more athletes to the 2024 U.S. Olympic delegation than any other state. Given the significant concentration of Olympians residing in and originating from California, it would be highly advantageous for the LA28 Olympic Games to leverage this unique wealth of sporting greats. Maximizing the involvement of both current and former athletes in fan engagement efforts, public appearances, and ambassadorial roles could meaningfully enhance the spectator experience and foster a deeper connection between the Games and the local community. In recognition of this opportunity, the LA28 Organizing Committee introduced the LA28 Olympian and Paralympian Fellowship program in 2021. Led by LA28's Chief Athlete Officer and four-time individual Olympic gold medalist Janet Evans, this initiative aims to provide athletes with substantive professional development through departmental rotations within the LA28 organization, while also encouraging them to serve as representatives of the Olympic and Paralympic movements at community-based events (The LA28 Olympian and Paralympian Fellowship Creates New Opportunities for Athletes and the Movement, n.d.). Such efforts not only contribute to athlete career development but also build enthusiasm among regional stakeholders and foster a broader sense of ownership over the Games. A complementary best practice was observed at Paris 2024, where the inclusion of past Olympians played a prominent role in the fan experience. At Champions Park in the Trocadéro Gardens, former Olympians were publicly recognized and involved, further exemplifying the value of integrating Olympic alumni into event

programming to reinforce the Games' cultural and intergenerational resonance ("Olympians and Fans Invited to Experience 'Games Wide Open' at Celebrations in Heart of the City," 2024).

8. Legacy and Spectacle in Los Angeles

Los Angeles's identity as the entertainment capital of the world provides a distinctive backdrop for hosting the Olympic Games, positioning the city to deliver a spectacle that blends elite sport with unparalleled showmanship. With its legacy rooted in Hollywood, Disney, and a deep cultural association with entertainment and pageantry, Los Angeles is uniquely equipped to transform the Olympics into a multisensory experience (Kassens and Noor, 2020). This capacity for spectacle is further reinforced by its status as a premier training ground for elite athletes and its consistent reliance on existing infrastructure to host successful Games, as demonstrated in 1932 and 1984. Kassens and Noor (2020) highlight how Los Angeles's bid emphasized three pillars: leveraging its entertainment industry, capitalizing on its athletic prestige, and reducing the need for costly venue construction. Indeed, the LA2028 Organizing Committee has reiterated its commitment to legacy by minimizing urban changes, reusing existing venues, and creating an immersive fan experience that aligns with the city's ethos (LA24, 2014).

Los Angeles's track record — reflected in the assertion that it is "the only city that has two successful Olympics" (Wharton, 2017b) — contributed significantly to its successful bid for 2024, then 2028. The bid narrative fused past success with forward-looking innovation, emphasizing landmark-driven sports presentations and iconic settings such as beach volleyball at the Santa Monica Pier, cycling beneath the Hollywood Sign, and marathoning along the Walk of Fame (Kassens and Noor, 2020). As former Mayor Eric Garcetti promoted during the bidding process, Los Angeles can "create the buzz unlike any other place" (PRR, 2015), a claim grounded in the city's legacy of merging sport with celebrity culture. The use of A-list figures and entertainment elements during the 1932 and 1984 Games established a heightened sense of Olympic glamour—a tradition expected to continue at LA28.

In preparation for 2028, new initiatives aim to embed Olympic energy throughout the city. The proposed "Olympic Way," stretching from Exposition Park to L.A. Live, will serve as a central promenade for fans to engage in live viewings, activations, and communal celebration. Complementing this will be "Activation Zones" across each district of Los Angeles, designed as non-venue spaces for public Olympic

participation. As Perelman (2024) reports, these zones will ensure that Angelenos and international visitors alike are “given the chance to experience and participate in the spectacle of the 2028 Games.” Additionally, the recently opened Cosm Dome in Inglewood’s Hollywood Park will offer immersive fan experiences powered by Pro AV technology, simulating the sensation of being inside a competition venue (Staff & Cavadi, 2024). Such a state-of-the-art venue would serve as both an incredible location for fans to view competition, as well as an ideal hospitality venue to host sponsors and VIPs. These efforts collectively reflect Los Angeles’s commitment to democratizing Olympic access while reinforcing its identity as a city of innovation and experience.

Los Angeles’s capacity for large-scale event management has been proven in recent years. In 2022, the city hosted Super Bowl LVI at SoFi Stadium, where over 70,000 attendees were treated to a cutting-edge fan experience, including 900 concession points, 24 in-stadium retail sites, and a 30,000-square-foot NFL store open during the lead-up to the event (Jones, 2022). Advanced payment and processing technologies through partners like Tappit and Square enabled efficient service and increased revenue, while Cisco’s integrated digital network facilitated seamless content sharing, in-venue screens, and live streaming capabilities (Swartz, 2022). The halftime performance, featuring Dr. Dre, Snoop Dogg, Eminem, Mary J. Blige, and Kendrick Lamar, encapsulated the cultural prominence of Southern California and demonstrated Los Angeles’s unique ability to blend sport with spectacle.

Looking ahead, SoFi Stadium will again take center stage as a host site for eight matches during the 2026 FIFA World Cup. Although detailed plans for fan experience remain forthcoming, early signs suggest a continued emphasis on local cultural engagement, as evidenced by the announcement of an official event poster design competition judged by a panel of Los Angeles arts and business leaders (Baxter, 2024). Such initiatives underscore the city’s enduring commitment to integrating its creative economy with global sporting events.

In the wake of the Paris 2024 Games, global anticipation now shifts toward LA28, which will welcome thousands of athletes and millions of spectators for its third hosting of the Summer Olympics. The LA24/28 bid committee’s guiding message — “We have done it before, we can do it again” (Kassens-Noor, 2020) — articulates a vision grounded in legacy and amplified by spectacle. As preparations accelerate, understanding fan expectations, motivations, and concerns becomes paramount

for shaping a world-class experience. In a city as symbolically rich and operationally experienced as Los Angeles, the convergence of entertainment, sport, and civic legacy sets the stage for a uniquely impactful Olympic Games.

DATA COLLECTION

This study employed a mixed-methods approach, integrating both quantitative and qualitative data collection strategies to generate a robust and comprehensive understanding of Olympic fan experiences and expectations for LA28.

Quantitative Data Collection

Two structured surveys were developed and administered via SurveyMonkey, each consisting of approximately ten questions. The surveys were anonymous and featured primarily multiple-choice and short-answer formats, with opportunities for respondents to elaborate through open-ended responses. Designed to capture both experiential feedback and forward-looking expectations, the surveys were tailored to target two distinct cohorts of Olympic fans, ensuring a well-rounded and diverse set of perspectives.

The first cohort comprised individuals who attended the Paris 2024 Olympic Games or any previous Olympic Games. This group provided insight into the aspects of their fan experience that were most and least satisfying, the elements they found most memorable, and their expectations for LA28. The second cohort consisted of Olympic fans who had not yet attended a Games but expressed interest in doing so. Responses from this group offered valuable information on prospective attendees' motivations and perceived barriers.

Survey distribution was conducted through targeted Facebook communities known for large and engaged Olympic fanbases. These included groups such as *Paris 2024 Olympic Games* (605K members), *2028 Summer Games in Los Angeles* (33K), *Paris Olympics 2024 Prep – Die Hard Olympics Fans* (2.4K), and *Living Olympics* (3.7K). In addition to social media distribution, individual outreach within Olympic-focused professional networks was employed to enhance response volume. The target was to obtain 100 responses for each survey. Survey creation, refinement, and pilot testing occurred in January 2025, and the surveys were distributed in February 2025. Respondents were given

approximately three weeks to complete the surveys, with multiple follow-up reminders issued to encourage participation. Data analysis was conducted throughout March and April, with key findings and recommendations finalized by May for presentation in June 2025.

Qualitative Data Collection

To complement the quantitative findings, a series of semi-structured interviews were conducted with key stakeholders and subject matter experts involved in Olympic planning, sport presentation, and fan engagement. Interviewees were selected from relevant categories, including:

- **International Federation (IF) Representatives:** Staff members from relevant IFs responsible for sport presentation were consulted, with a focus on their insights from Paris 2024 and their current preparations towards the Los Angeles 2028 Games. Interview discussions centered on what was most effective in their venue-specific presentations, what they learned from their fan experience strategies in Paris, and how such approaches could be refined or adapted for LA28. Deliberate effort was made to include a diverse range of International Federations, varying in both organizational size and sport prominence, to ensure broad representation.
- **Paris 2024 Staff:** Representatives from the Paris 2024 Organizing Committee responsible for spectator experience and sport presentation were consulted on a variety of topics, such as spectator logistics and communication, out-of-venue and in-venue atmosphere, and key successes in fan experience efforts. Topics included the strategies that contributed to successful fan engagement across all venues, the challenges in prioritizing the fan as a stakeholder, and feasibility of replicating some of Paris 2024's successes in Los Angeles.
- **LA28 Organizing Committee Representatives:** An interview was conducted with a representative from the LA28 Organizing Committee to explore the planning and strategic development of the spectator experience. Discussion topics focused on LA28's primary objectives for enhancing fan engagement, the organizational resources currently allocated to this effort, and the anticipated challenges the Committee may encounter in delivering a successful and immersive fan experience.

- **Los Angeles City Representatives:** Officials from the City of Los Angeles, including representatives from the Mayor's Office, were interviewed regarding their collaborative planning efforts with LA28. The discussion addressed the city's strategic initiatives, priority areas for resource allocation in the lead-up to the Games, and the current challenges associated with preparing to host millions of visitors for its third Olympic Games.

Note: In addition to the following categories, interview requests were also made with representatives from RWS Global, the production company that Paris 2024 utilized for in-venue visual and musical elements.

The qualitative data collection aimed to complete five to seven interviews. A curated list of more than ten prospective interviewees was developed and finalized by the end of January 2025 to support this goal. Outreach and interview requests were conducted in February, using invitation letters reviewed and approved by the project advisor. Customized interview questions for each stakeholder group were finalized during the same period. Interviews were conducted throughout March and April, with transcription, synthesis, and thematic analysis carried out in May and June. Final insights from the qualitative phase were integrated with survey findings to inform the study's overarching recommendations.

By combining quantitative fan data with qualitative insights from industry professionals, the study generated evidence and comprehensive data that was able to support actionable recommendations that reflect both the lived experience of Olympic spectators and the institutional design considerations of host organizers.

RESULTS AND EVIDENCE

Quantitative Results

The quantitative data collection from the fan experience surveys yielded approximately 300 responses across both forms. Surveys were disseminated through 30 Olympic-focused Facebook groups, which ranged in size from 295 to over 604,300 members. In addition to social media distribution, the survey was shared through word-of-mouth and personal networks, including direct outreach via friends and family. Given that most Facebook groups required administrative approval prior to post publication,

this personalized distribution strategy served as a critical supplement to ensure adequate reach and response volume. This multi-channel approach successfully met the target of securing over 100 responses per survey form.

Prior to analysis, all survey data underwent a thorough cleaning and preparation process to ensure integrity and reliability. This involved addressing incomplete or inconsistent entries, standardizing demographic and categorical variables, and organizing open-ended responses for thematic interpretation. Categorical data were analyzed to produce percentage distributions that reflected how fan preferences and expectations varied across the sample.

Open-ended responses were analyzed using Braun and Clarke's thematic analysis method, which involved coding the data, identifying overarching patterns, and refining those into salient themes. The analysis revealed distinctions in the perspectives of fans who had attended a previous Olympic Games compared to those who had not. Additionally, sentiment analysis was employed to gauge the overall tone of fan attitudes toward LA28 — categorizing them as predominantly positive, negative, or neutral. Together, these two streams of insight — quantitative and qualitative — offered a comprehensive snapshot of the diverse opinions, expectations, and concerns among the Olympic fan community. The results were synthesized into a consolidated report designed to inform strategic recommendations for enhancing the LA28 fan experience, particularly by addressing key areas of concern and amplifying the positive aspects identified through the survey.

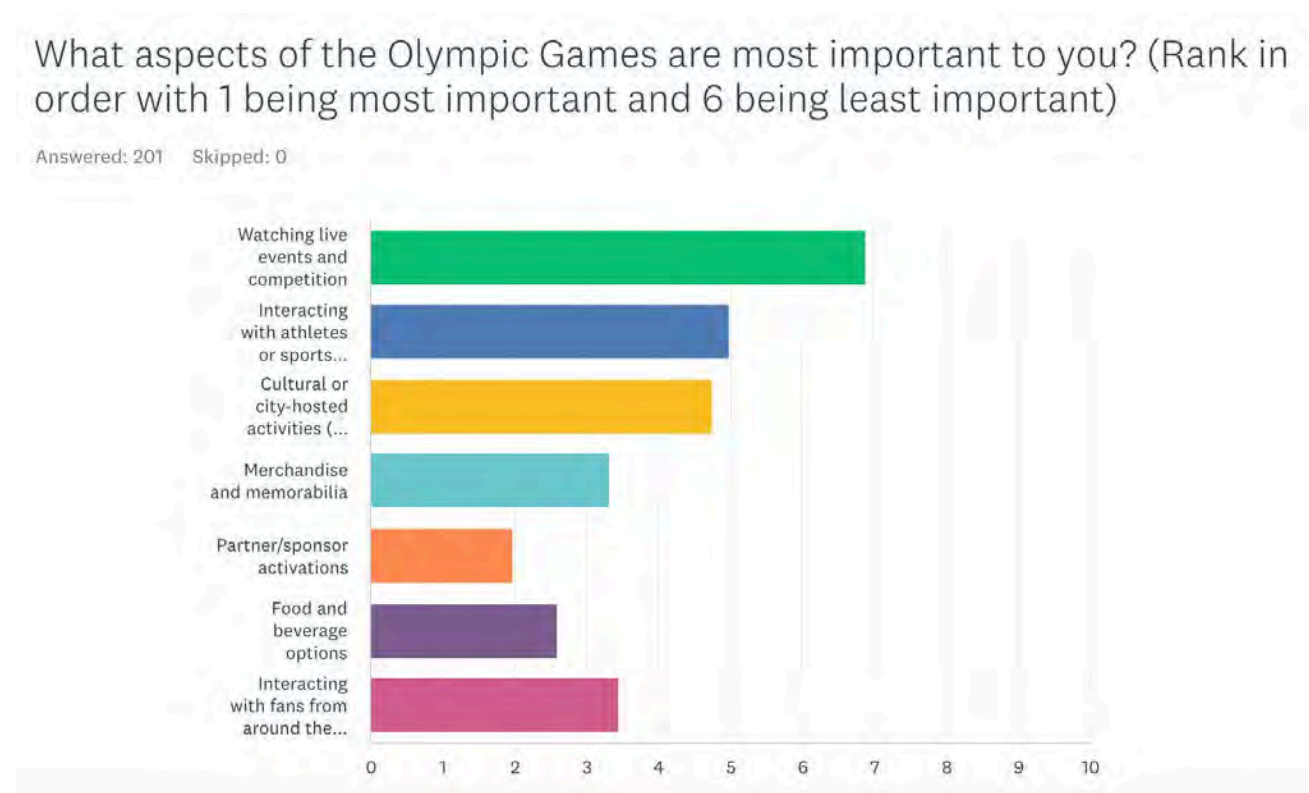
In Survey 1 – *Fans Who Have Not Attended a Games*, a total of 202 responses were collected. Notably, 84% of these respondents were based in the United States, though the survey achieved an international reach with participants representing 17 countries across the Americas, Caribbean, Europe, Asia, and Oceania. From a demographics perspective, the survey skewed relatively young, with 60% of respondents falling within the 25–34 and 35–44 age brackets. Approximately 14% of respondents were aged 50 or older.

One key question asked participants to rank the importance of various aspects of the Olympic Games: “What aspects of the Olympic Games are most important to you?”. The most frequently top-ranked response was “**watching live events and competition**,” with 93% of participants identifying it as their primary interest. The next highest ranked was “**interacting with athletes or sports figures**.”

However, this saw a substantial drop in perceived importance — only 2.5% of respondents selected it as their top priority, while 47% placed it in the second position.

Figure 2.1

SurveyMonkey response chart – Survey 1, Question 3



Note: From SurveyMonkey. https://www.surveymonkey.ca/r/OlympicFanSurvey_MEMOSXXVII

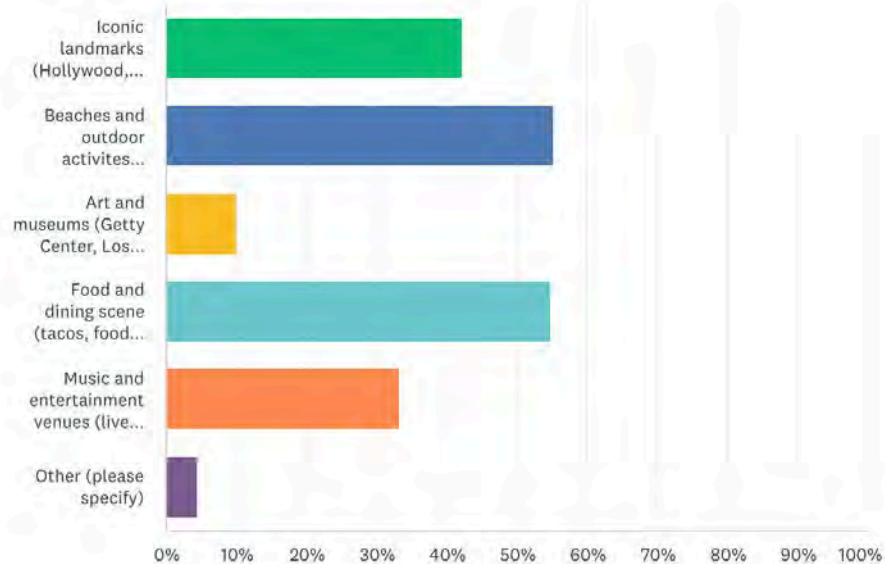
Another key survey item explored which local experiences unique to Los Angeles were most appealing to prospective Olympic attendees. The most frequently selected options were “**Beaches and outdoor activities (Santa Monica, Venice Beach, etc.)**” and “**Food and dining scene (tacos, food trucks, global cuisine)**,” each identified by 55% of respondents. These results underscore two of Los Angeles’ most iconic and attractive features—its coastal lifestyle and diverse culinary offerings. Given the largely American composition of the respondent pool, the strong interest in these experiences suggests that the city’s natural environment and food culture continue to be central to its appeal as a destination for domestic audiences.

Figure 2.2

SurveyMonkey response chart – Survey 1, Question 4

Which of these local LA experiences would you prioritize if you were to attend the LA28 Olympic Games? Select your top 2.

Answered: 201 Skipped: 0



Note: From SurveyMonkey. https://www.surveymonkey.ca/r/OlympicFanSurvey_MEMOSXXVII

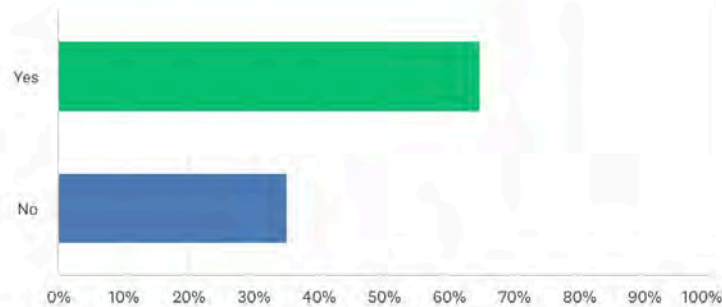
It is noteworthy that 65% of respondents reported that Los Angeles's role as the host city for the 2028 Olympic Games influenced their decision to attend, underscoring the pivotal impact of location on fan engagement. As the entertainment capital of the world, Los Angeles's iconic landmarks, celebrity culture, and vibrant arts scene make it an attractive destination for some (Kassens & Noor, 2020). However, for others, the prospect of Los Angeles hosting the Olympics raises concerns due to high living costs, traffic congestion, and perceived inefficiencies in transportation infrastructure. As a result, responses to this question reflected a mix of both positive and negative reactions to the city's selection as the host for LA28.

Figure 2.3

SurveyMonkey response chart – Survey 1, Question 5

Does the fact that the 2028 Olympic Games are being hosted in Los Angeles affect your decision to attend the Games?

Answered: 202 Skipped: 0



Note: From SurveyMonkey. https://www.surveymonkey.ca/r/OlympicFanSurvey_MEMOSXXVII

This was further evident in the follow-up question, where respondents were asked to elaborate.

Responses were mixed, with negative comments highlighting Los Angeles's insufficient infrastructure, notorious traffic congestion, and high costs. Individual examples include:

- *"LA traffic is horrible on a good day- on (NFL) gamedays it is a nightmare. Cannot even fathom what it will look like trying to get around the city in Olympic games traffic."*
- *"Less likely to attend. LA does not have the infrastructure to host something of that scale with its lack of public transportation."*
- *"I would love to go but I've been to LA before. LA is also really expensive and all of the celebrities will probably want to go and the prices will be jacked even more"*
- *"I'm less likely to attend in LA compared to other past proposed and actual US venues (Atlanta, Chicago, Boston). LA isn't appealing for transportation and sprawl concerns."*
- *"It's too expensive"*

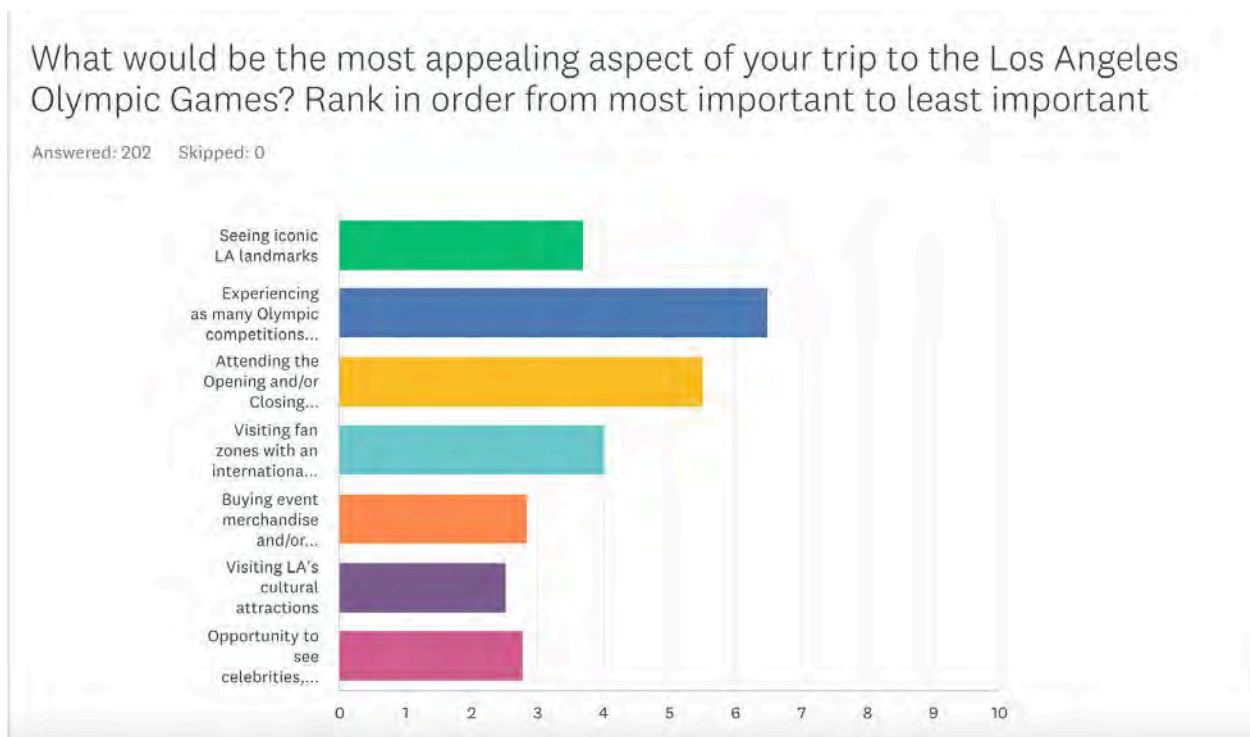
Positive responses primarily mentioned the proximity of Los Angeles to traveling overseas, including:

- *"It's so close! Travel is easier."*
- *"More likely to consider going since it's within country; don't have to worry about passport, exchanging monies, etc"*
- *"Taking place in my country of origin and a huge destination of interest."*
- *"It's the first Olympics in the USA in my adult lifetime."*
- *"LA is a no brainer for Americans with friends living there."*

The subsequent question explored the key priorities for prospective attendees of the 2028 Olympic Games. The highest-ranking priority was **"Experiencing as many Olympic competitions as possible,"** which received a mean score of 6.51, with 74% of respondents identifying it as their most important aspect. The second most significant priorities were **"Attending the Opening and/or Closing Ceremonies"** (mean score: 5.53) and **"Visiting fan zones with an international party atmosphere"** (mean score: 4.04). These results indicate that fans place the highest value on the core aspects of every Olympic Games — the competitions, the ceremonies, and the unique atmosphere of the fan zones. In contrast, other potential experiences, even in a city as dynamic as Los Angeles, were ranked as far less important, highlighting the centrality of traditional Olympic offerings in shaping attendee priorities.

Figure 2.4

SurveyMonkey response chart – Survey 1, Question 7



Note: From SurveyMonkey. https://www.surveymonkey.ca/r/OlympicFanSurvey_MEMOSXXVII

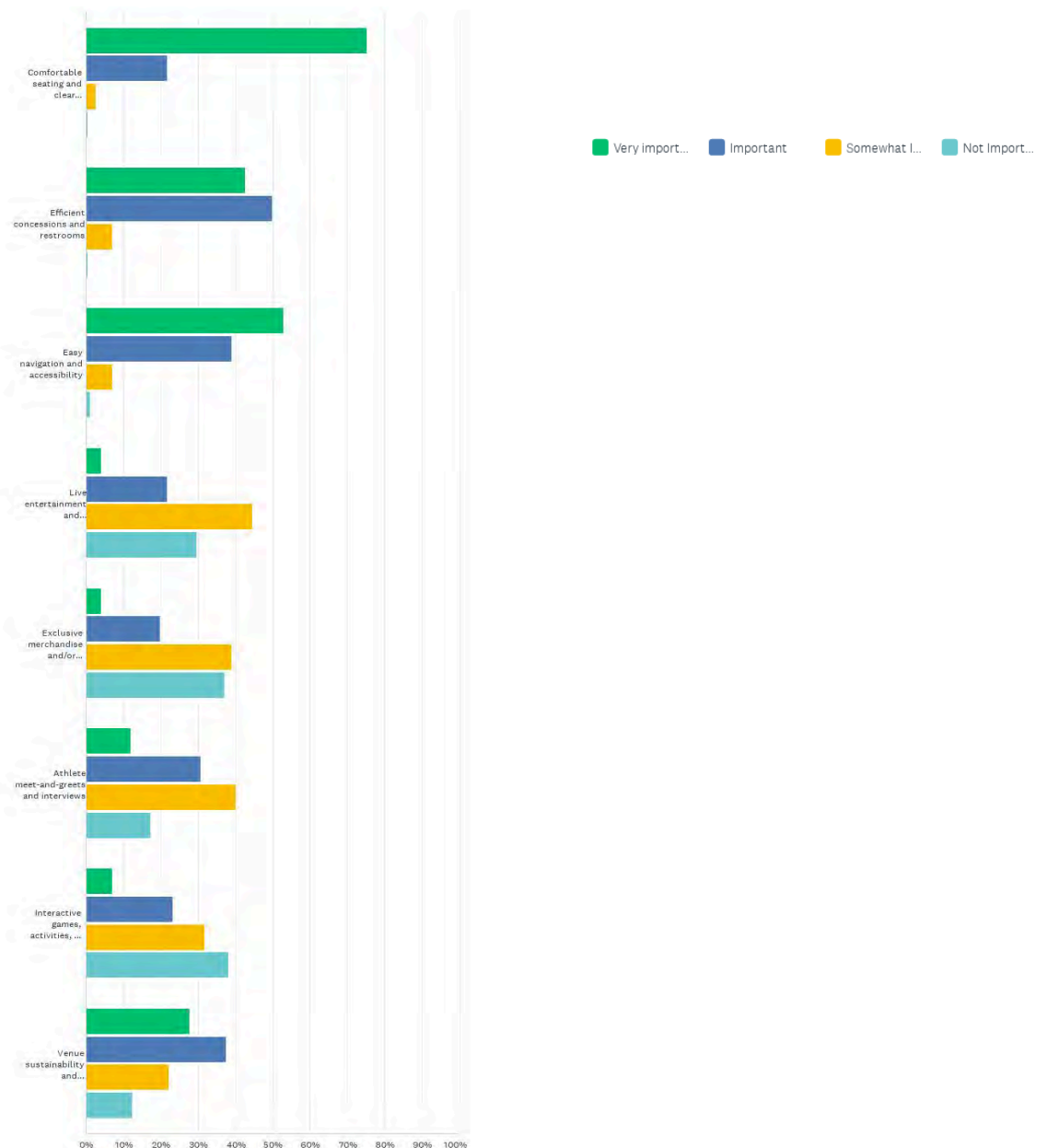
In-venue preferences were evaluated through the question, "How important are the following features within the competition venue?" The top two features identified as most important were

"comfortable seating and clear visibility of events" (75%) and "easy navigation/accessibility" (53%).

These results underscore the fundamental expectations of Olympic fans: the ability to clearly view the events from their seats and navigate the venue with ease. While these basic elements are crucial to the overall experience, their prioritization highlights that attendees consider them essential for an optimal fan experience. Conversely, additional features such as athlete meet-and-greets, interactive visuals, or merchandise were deemed less critical, reinforcing the notion that fans prioritize core aspects of the event over supplementary offerings.

Figure 2.5

SurveyMonkey response chart – Survey 1, Question 8



Note: From SurveyMonkey. https://www.surveymonkey.ca/r/OlympicFanSurvey_MEMOSXXVII

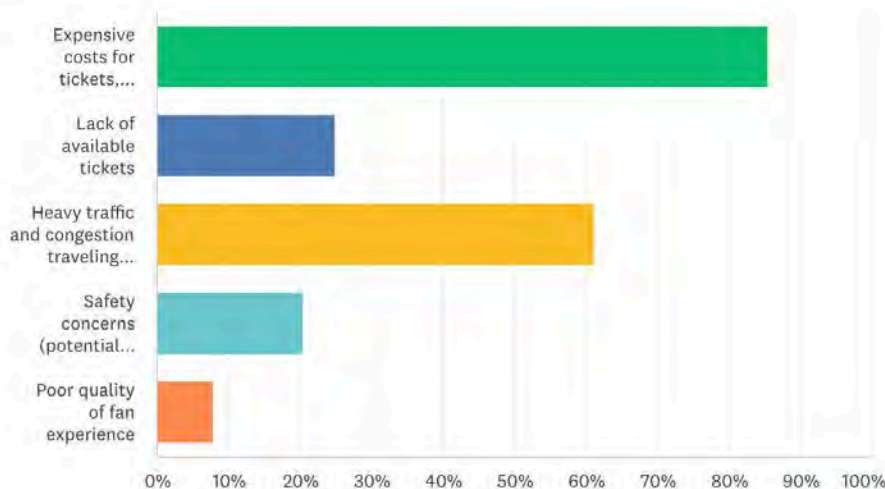
The penultimate question sought to identify the primary concerns of fans interested in attending the Games, asking respondents to select their top two worries. As expected, the leading concerns were **"expensive cost for tickets/accommodations,"** cited by 86% of respondents, and **"heavy traffic and congestion traveling around the city,"** chosen by 61%. These findings align with prevailing expectations regarding the key challenges the LA28 Organizing Committee is likely to face, namely cost and accessibility, specifically in terms of affordability and transportation. These two areas appear to be the most significant concerns for both fans and organizers, underscoring their central role in shaping the overall fan experience.

Figure 2.6

SurveyMonkey response chart – Survey 1, Question 8

What are your biggest concerns you may have as a fan interested in attending the Los Angeles Olympic Games? Select your top 2.

Answered: 201 Skipped: 0



Note: From SurveyMonkey. https://www.surveymonkey.ca/r/OlympicFanSurvey_MEMOSXXVII

In the final question of the survey, respondents were asked to provide open-ended suggestions for how the fan experience at the LA28 Olympic Games could be improved. A thematic analysis was

conducted using the Braun & Clarke (2006) framework, which involved a systematic process of familiarization with the data, generation of initial codes, and identification of overarching themes. After cleaning the responses and organizing them into categories, several clear and recurring themes emerged.

Key terms that surfaced most frequently included “tickets,” “traffic,” “accessible,” “affordable,” “public transportation,” and “fan zones/experiences.” These patterns reflect a consistent concern with practical and logistical elements of the Games, particularly around affordability and mobility. Responses often referenced the need for reasonably priced tickets and accommodations, improved transportation infrastructure, and inclusive, well-designed fan zones that enhance engagement beyond the competition itself. The prominence of these themes aligns with broader survey findings and underscores the importance of addressing structural and experiential factors to ensure a successful and equitable Olympic Games in Los Angeles. Individual examples include:

- *“I, and I imagine many others, are worried about getting to and from events as well as traffic around the city at this time. The less I have to think about this, the better. I'd also love to see elements of LA incorporated into branding and marketing (as well as LA small businesses and restaurants highlighted!)”*
- *“Having clear price availability and a way to minimize/mitigate ticket gouging to the scalpers who are most likely going to resell for x5-10 profit, affecting true sport fan's ability to attend.”*
- *“Fix public transportation, make the games accessible in every way (pricing, transport, accomodation, etc)”*
- *“I think if the Olympics can figure out how to efficiently direct people on where to go (driving) and can work to make tickets affordable, then the fan experience will be awesome. I want to see as many events as possible, but if it is impossible to make it from venue to venue then that will be extremely difficult and help create a negative fan experience.”*
- *“Make it affordable for the regular folks to book a hotel and Ubers throughout the stay. Especially for families who will be able to experience the once in a lifetime opportunity.”*

In Survey 2 – *Fans Who Have Previously Attended a Game(s)* – the form received a total of 104 respondents. Compared to Survey 1, which focused on Olympic fans who had not yet attended a Games, this cohort of previous attendees reflected a more internationally diverse participant base. Only 41% of respondents were from the United States, approximately half the proportion observed in Survey 1. In total,

participants represented 23 different countries, a figure that corresponds with the global nature of Olympic fandom and the international composition of spectators at past Games.

From a demographic perspective, the age distribution once again skewed young, with the largest segment (39%) falling within the 25–34-year-old category. Regarding prior attendance, the timing of the survey closely following the Paris 2024 Games likely influenced its strong showing: 75% of respondents had attended Paris 2024, making it the most frequently cited Games. London 2012 emerged as the second most common, reported by 21% of participants. These attendance patterns suggest that both the recency and geographic accessibility of specific Olympic editions play a role in shaping respondent demographics.

The open-ended question, “What were some highlights of previous Games experiences that you would recommend for LA28 to incorporate?” elicited a range of compelling responses that emphasized fan-centered engagement strategies. Many participants reflected positively on activations and features from Paris 2024 and other prior Games, frequently referencing terms such as “fan zones,” “transportation,” “Olympic houses,” “country houses,” “watch parties,” and “plazas.” While logistical considerations such as transport and ease of access were noted, a significant proportion of responses focused on the communal and cultural aspects of the Olympic fan experience.

Particularly, respondents emphasized the value of shared experiences — watching events in public squares, engaging with international fans in festive fan zones, and visiting hospitality houses hosted by various countries. These elements stood out as especially memorable and meaningful, highlighting that beyond the sporting events themselves, what resonates with attendees are the **immersive and interactive environments that foster global connection and celebratory atmosphere**. The prominence of such responses in the fan experience survey underscores the importance of intentional fan engagement infrastructure in LA28 planning:

- *“The Parc des Champions was one of my favourite parts to be able to celebrate athletes with other fans under an iconic Paris landmark. So much fun and a great way for fans to celebrate while also giving a “moment” for the athletes to appreciate their successes and hard work!”*
- *“Having all the houses close to one another was fantastic! Some really great brand activations as well (like Samsung with the pins).”*

- *“Paris watch parties scattered throughout the city with food, drinks, ping pong tables, lawn chairs. The champions park was so fun to celebrate medalists. The fire ring was by the louvre in a public space and visible. Public transportation was easy with maps to the games everywhere. The volunteers were incredible, brought the energy and had cute uniforms. There was one watch party that was a full on party with a DJ.”*
- *“I remember being very impressed with the opening ceremony. The precision of such a large number of people over the entire field. I also remember the use of technology in an impressive display.”*
- *“NOC Houses. Seeing marquee events. Seeing athletes win a medal or reach a personal best.”*

In response to the question, “What aspects of the Olympic Games are most important to you?”, the results among those who had previously attended a Games closely mirrored the data from first-time or prospective attendees, with no significant variances observed. However, more notable differences emerged in the responses to the question regarding local Los Angeles experiences that should be prioritized during the 2028 Games. While Survey 1 respondents — largely American — most frequently selected “Beaches and outdoor activities” and “Food and dining scene,” the top selections among those with prior Olympic attendance were **“Beaches and outdoor activities (Santa Monica, Venice Beach, etc.)”** at 52% and **“Iconic landmarks (Hollywood, Griffith Observatory, etc.)”** at 50%.

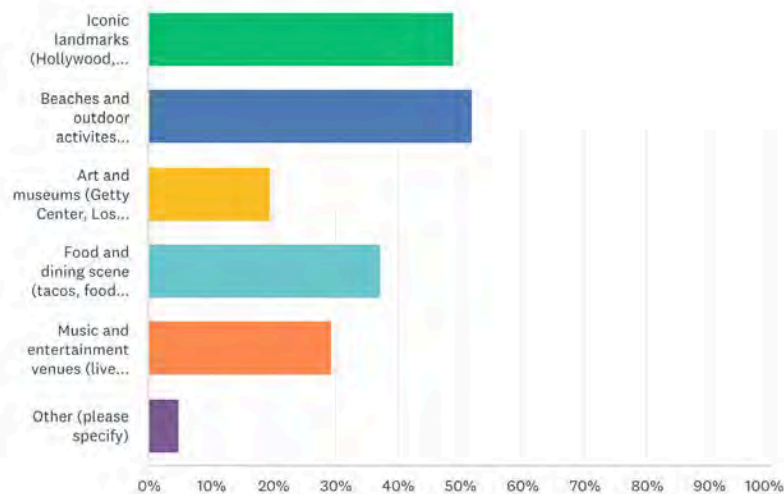
This shift suggests that individuals with international backgrounds—who made up a larger share of the second survey group—may be more drawn to the traditional tourist attractions of Los Angeles. Their preference for well-known landmarks and coastal activities could reflect a desire to combine the Olympic experience with quintessential representations of the city. In contrast, the largely domestic respondents from the first survey appeared less focused on those iconic sites, possibly due to greater familiarity or proximity.

Figure 3.1

SurveyMonkey response chart – Survey 2, Question 6

Which of these local LA experiences would you prioritize if you were to attend the LA28 Olympic Games? Select your top 2.

Answered: 102 Skipped: 0



Note: From SurveyMonkey, Survey 2, surveymonkey.ca/r/PreviousOlympicFanSurvey_MEMOSXXVII

Responses to the question of whether Los Angeles being the host city influenced one's decision to attend the Games were largely consistent with the first survey group, with 62% of respondents indicating "Yes" and 38% responding "No." Similarly, answers to other key questions — including the most important aspects of the Olympic Games, the most appealing elements of the trip, the significance of in-venue features, recommendations to enhance the fan experience, and the primary concerns about attending LA28 — closely mirrored those from the initial group of respondents. No meaningful deviations or noteworthy variations emerged across these topics, suggesting a high level of consistency in fan perspectives regardless of prior Olympic attendance. This uniformity indicates that shared values and concerns may span both first-time and returning Olympic fans, providing a clear foundation for planning and prioritization by event organizers.

Qualitative Results

On the qualitative side, data was collected from a total of eight (8) interviews with the following subject matter experts:

- Three (3) International Federation representatives including Alise Kessler (Head of Volleyball Events at the Fédération Internationale de Volleyball - FIVB), Ashley Green (Head of Events at the International Basketball Federation - FIBA), and Federico Ferro (Sport Operations Manager at the International Federation of Sport Climbing - IFSC)
- Two Paris 2024 representatives: Etienne Barré (Entertainment Manager - Sport Presentation, Paris 2024) and Beatrice Quhe (Spectator Experiences Manager, Paris 2024)
- Two LA28 Representatives: Dan Mott (Director of Spectator Experiences at the LA28 Organizing Committee), Emily Debevec (Head of Live Sites and Venue Experiences at the LA28 Organizing Committee)
- One City of LA representative: Kenneth Ahn (Deputy Director of International Events at the Office of Mayor Karen Bass)

Of the 20 experts who were invited for an interview, 13 provided a response, for a 65% response rate. Of the eight experts interviewed, 38% were female and 62% were male. The qualitative data analysis strategy employed a similar thematic approach to identify key insights from seven relevant subject matter experts. Each interview transcription was cleaned and coded using a thematic analysis framework to identify recurring patterns and notable insights across several interview topics. Initial data organization focused on key topic areas, including current sport presentation practices, successful sport presentation examples, potential challenges from Paris 2024 and for LA 2028, sport-specific presentation needs, and strategic planning considerations for fan engagement.

The emphasis and depth of discussion topics varied across interviews, depending on each subject matter expert's background and area of expertise. For instance, interviews with International Federation (IF) representatives generated more detailed insights into sport presentation strategies and key takeaways from Paris 2024. In contrast, conversations with representatives from LA28 and the City of Los Angeles centered predominantly on forward-looking planning efforts for the 2028 Games, with comparatively less focus on reflections from Paris.

Additionally, cross-comparison of themes across interview groups identified alignment or discrepancies in perspectives. This comparative analysis provided a nuanced understanding of how

different stakeholder groups perceive the challenges and opportunities associated with fan experience planning for LA28. The goal of the analysis was to summarize expert insights on current production practices, sport presentation needs, and strategic planning efforts for the LA28 Games.

QUALITATIVE DATA ANALYSIS

Paris 2024 Successes

Analysis of the qualitative interview data underscored that one of the most consistently praised achievements of Paris 2024 was the introduction of innovative and immersive fan experiences, which elevated the overall spectator journey beyond the sporting competitions themselves. Interviewees emphasized the strategic importance of curating memorable activations that extended outside the traditional boundaries of the event, noting that thoughtfully designed fan zones and interactive programming played a critical role in deepening audience engagement. Prominent examples that were mentioned included FIVB's *The Volleyball Experiences*, which provided engaging pre-competition activations; the People's Marathon, which broadened public participation and community sentiment; and a range of culturally specific in-venue moments—particularly music-led performances—that enhanced the emotional atmosphere during major competitions. While numerous examples of successful initiatives from the Paris 2024 Games emerged throughout the interviews, the ones highlighted here represent some of the most notable and widely recognized by the interviewees for their impact and innovation.

As described by Kessler of the FIVB, *The Volleyball Experiences* was a standout activation designed specifically for Paris 2024. Situated within the secure perimeter but outside the competition venue itself, this fan zone targeted ticketed spectators who had entered the Olympic park but had not yet taken their seats. The initiative represented a strategic effort by the FIVB to elevate the pre-event experience and generate excitement before spectators even stepped inside the arena. The space featured a full-size Olympic volleyball court, interactive elements that allowed fans to test their serve and hitting speed, life-sized athlete cutouts showcasing the sport's tallest Olympians, and selfie stations that used augmented reality to virtually place fans onto the Olympic court. In addition, appearances by prominent volleyball athletes further enhanced the fan connection. The success of this activation

demonstrated the potential of fan zones to provide meaningful, multi-sensory engagement that extends the Olympic experience beyond the field of play:

“That was a really, really cool initiative that welcomed 300,000 spectators. We had some of the biggest names in volleyball...We had really cool names which added this extra value where the spectator gets to see their idol and interact with them. Amazingly, we had an issue because our pre-match show starts 30 minutes before the game. What happened was that the spectators were so entertained in this Volleyball Experiences area that they didn't enter the stadium to see the pre-match show. We had to have announcers go with microphones and signal the start of the match to get the spectators to move inside the venue.”

Quhe identified the People's Marathon as a particularly successful initiative during the Paris 2024 Games, emphasizing its effectiveness in generating community engagement and widespread public support. As a first-of-its-kind event, the marathon offered members of the general public an opportunity to actively participate in the Olympic experience, fostering a sense of ownership and connection to the Games among Parisians who might not otherwise have access to ticketed events. Quhe underscored the importance of this type of initiative from an organizational standpoint, noting that one of the key priorities for Games planners was to find meaningful ways to engage individuals who could not attend competitions inside the venues. In her view, creating inclusive opportunities that extended the Olympic spirit beyond traditional boundaries was essential to building local enthusiasm and strengthening the social impact of the Games:

“I really think that it was a perfect thing for Parisians to have the impression that, OK, this is our city and we can be part of the Games outside of the venues. This is very important...it was not so easy to convince all the French people and all the Parisians that these experiences will be beneficial. It was very helpful, not for the spectators, because spectators are already a fan of sports. I know a lot of people who ran the People's Marathon and previously they would never participate in sports. But they loved it a lot because they were very excited to be in the official race...You need to touch everybody, even if it's not spectators. They have the impression that they are not excluded from the Games, even if they don't have tickets.”

Barré, a representative from the Paris 2024 Organizing Committee, emphasized several music-centered activations as standout successes from the Games, particularly those rooted in French culture. These initiatives were designed to elevate the atmosphere within competition venues by stimulating multiple senses and creating unforgettable moments for spectators. One notable example was the lead-up to the men's 100-meter final at the Stade de France, which Barré described as a “massive goosebumps moment.” The stadium was plunged into darkness, fans' wristbands—distributed upon entry—illuminated the stands, and a live performance by renowned French DJ Kavinsky set the stage for

the event. A similarly immersive experience was delivered at the beach volleyball finals, where synchronized wristbands, a performance by local artist DJ Myd, and the Eiffel Tower glowing in the backdrop contributed to a captivating ambiance. Barré repeatedly used the term “goosebumps” to describe these moments, underscoring their emotional resonance. He also highlighted the strategic incorporation of French talent, narratives, and visual culture, noting how these elements were purposefully woven into the broader fan experience strategy to create a Games that felt distinctly French:

“The idea was to showcase French culture. We had tons of French elements we could use to show and to explain our culture, we had lots of storytelling. I think the Olympics were good for that because we had iconic venues, we have storytelling with Pierre de Coubertin, the creator of the Olympic Games. We had a ton of things we could use, especially on my side, because entertainment involves music and performance. For example, I used lots of famous French DJs on the program, and we had tons of stuff in France and especially in Paris that we could use.”

Paris 2024 Lessons/Learnings

Emerging from the interview data were several critical takeaways from Paris 2024, particularly around the prioritization of the spectator experience in the broader planning and delivery of the Games. A recurring theme across interviews was the need for Games organizers to **elevate the spectator experience as a central pillar of strategic planning — rather than a secondary consideration behind broadcast or operational logistics**. Multiple interviewees emphasized that truly impactful fan engagement requires intentional resource allocation and cross-functional support, including dedicated budgets and collaborative input across departments. Quhe cited her experience trying to prioritize the spectator amidst a Organizing Committee’s limited resources, and frequently finding that fans were not considered an important population or stakeholder in comparison to other stakeholders. In her words: “It’s always the athletes, media, Olympic Family, hospitality; they are always in front of you in terms of priority.” Similarly, Kessler spoke about the challenge of obtaining the funding and resources necessary to carry out the elaborate type of sport presentation the FIVB was hoping to implement: “Because we have been investing in [a dedicated sports presentation program], our challenge was to convince [organizers] that we need to do more than potentially any other sport was doing. It pertains to lighting, which costs money. It pertains to dedicated and skilled human resources.” This theme of advocating for spectator experience amidst so many other stakeholders’ experiences surfaced a number of times.

Additionally, several stakeholders noted the importance of involving International Federations (IFs) more substantively in the development of sport presentation and in-venue programming, as these organizations bring singular expertise in enhancing the live atmosphere of their respective sports. From their experience hosting top events in their sport, such as World Cups or World Championships, IFs are most aware of the specific intricacies of sport presentation, especially when they govern multiple disciplines. Ferro at the IFSC explained how starkly different each of the three disciplines in climbing are, particularly from a sport presentation standpoint:

“Our sport has three disciplines – boulder, lead, and speed. Within this three disciplines, there are different ways to present the sport. For example, in speed, when the athletes are approaching the wall, they need to have full silence because they need to hear the start, similar to athletics. Boulder and lead are different. There are more moments for exhibitions during the competition where we can design and implement something with the event organizer. For example, bringing out dancers during some breaks. Boulder has a lot of breaks, because athletes need to rest 5 minutes per boulder. Thus, we need to work around the program to keep the spectators entertained and to keep the excitement among the public going. It's very hard. When we build the program, we need to understand the DNA of the discipline which is totally different compared to the other two. And that's why we have to approach the sport presentation in a totally different way.”

Green of FIBA offered a compelling example of an International Federation that experienced limited involvement in the planning of sport presentation for Paris 2024. While FIBA had played a central role in the design and execution of sport presentation at its own World Cups, Green noted a noticeable lack of engagement in Olympic-specific preparations for basketball in Paris. He described the process as largely opaque, stating:

“Personally, the Olympics is one of the only things that I'm not fully involved in. If you look at any of our FIBA events, we do them full on, we control the whole thing. With the Olympics, we would be involved with competition, refereeing, protocol, some communications, and then yes, we consulted. You're obviously in there, but you're probably just listening in and trying to highlight if there's any issues. The same goes with entertainment. Ultimately, you're receiving a bit of a brief. But you're not fully in control, you're not providing assets or additional pieces. With Paris 2024, I think we were quite a bit in the dark as far as what was going to happen. It's not exactly the best approach.”

His reflections underscore the need for future Organizing Committees — such as LA28 — to **adopt a more collaborative and integrated sport presentation model that actively involves International Federations in the fan experience planning process**. Early and consistent engagement ensures that discipline-specific expertise is fully leveraged, enhancing the quality of sport presentation and more effectively meeting the expectations of spectators.

Challenges for LA28:

Looking ahead to the 2028 Olympic Games, the qualitative data surfaced a range of anticipated challenges concerning the fan experience — many of which align closely with those identified in the quantitative analysis. Chief among these are logistical hurdles, particularly the complexities of transportation in a city as expansive and car-dependent as Los Angeles. These concerns were notably echoed in the interview with Ahn from the City of Los Angeles, who outlined several major obstacles, including the need to improve public transit infrastructure, address traffic congestion, tackle the city's homelessness crisis, and ensure comprehensive ADA accessibility in preparation for Los Angeles's first time hosting the Paralympic Games. Ahn candidly acknowledged the city's deep-rooted car culture and that Angelenos are "addicted" to their cars. Despite his opinion that Los Angeles has the potential to be a public transit-forward city, "we're not there yet".

Efforts to realize a "car-free Games" are further complicated by the city's ongoing budgetary constraints. As reported by Perelman (2025), Los Angeles's \$13.95 billion proposed budget for 2025–26 revealed a nearly \$1 billion shortfall between projected revenues and expenditures. This financial strain has directly impacted transportation planning for the Games. In May 2025, Laura Rubio-Cornejo, General Manager of the Department of Transportation, proposed eliminating 150 traffic officer positions in an attempt to reallocate funds toward broader transit initiatives. She warned that the proposed budget "will make it impossible for us to deliver on the city's 2028 Games Mobility Objectives, whether that is achieving a car-free event or facilitating safe and orderly vehicle access through planned road closures and traffic-control services" (Perelman, 2025). These findings highlight that **without substantial financial and structural investment, the city's mobility goals for LA28 remain at serious risk.**

Ahn emphasized that the City of Los Angeles views the housing crisis as one of its foremost priorities, noting that Mayor Karen Bass has made a public and political commitment to addressing the issue through a humane and sustainable approach. While this long-term strategy reflects an effort to pursue more comprehensive and dignified solutions, Ahn acknowledged that such a pathway requires substantial time, financial resources, and organizational capacity—none of which are currently in abundant supply. He further pointed to recent institutional instability at the Los Angeles Homeless Services Authority (LAHSA) as a significant impediment to progress. Specifically, he referenced the Los

Angeles County Board of Supervisors' recent decision to withdraw nearly \$350 million in funding from LAHSA, alongside the resignation of its CEO, Va Lecia Adams Kellum, amid allegations of misconduct and administrative oversight failures (Jeong, 2025). These developments have introduced additional complexity into an already challenging policy area, raising concerns about the city's ability to deliver tangible housing solutions before the Games.

On the issue of accessibility, Ahn emphasized the critical importance of Los Angeles preparing adequately for its first-ever Paralympic Games. He recognized the scope and scale of this undertaking, describing it as both an operational challenge and a meaningful opportunity. To support this effort, the City is working closely with the City's Department on Disability, which provides expert guidance on developing and implementing inclusive practices and infrastructure improvements. While Ahn acknowledged the significant demands involved in ensuring a fully accessible Games experience, he also expressed optimism, sharing that Mayor Bass has made accessibility a clear priority. He suggested that the investments being made now could result in a lasting impact from the Games, stating, "I'm feeling very optimistic that it will be a really cool legacy for LA."

Beyond more universal logistic concerns, another key challenge pertains to the in-venue fan experience, particularly how Olympic sport presentation will distinguish itself in a city known for its established, globally recognized professional sports brands. This issue was especially prominent in the conversation with Green from FIBA, who highlighted the potential tension between Olympic basketball's presentation and the dominant visual and entertainment language of the NBA. With the 2028 basketball competition scheduled to take place at the Intuit Dome — the home of the Los Angeles Clippers — Green noted that organizers will need to be deliberate in avoiding the replication of NBA-style production. "Los Angeles is going to be an interesting conundrum," he remarked, cautioning that the Olympic experience must not come across as a mere "copy-paste situation" of professional basketball norms. This commentary underscores a broader point: in Los Angeles' saturated elite sports and entertainment market, Olympic organizers will need to curate distinctive experiences that reflect the unique spirit and identity of the Games. At the time of this research, no decisions have been made as to who is responsible for sport presentation at each venue.

Opportunities for LA28:

While the challenges outlined above are significant, they are matched by an equally compelling set of opportunities. Los Angeles holds a distinct position in Olympic history as it prepares to become only the third city ever to host the Games for a third time — an achievement that underscores its existing infrastructure, institutional knowledge, and proven ability to stage world-class events. Barré noted this legacy with particular emphasis, pointing out that both Los Angeles and the broader United States consistently deliver some of the most sophisticated and engaging sport presentation and fan experience models in global sport. In his words: “I think the U.S. is really the best country in the world for expertise in the fan experience. Most of the entertainment at their sports events is really advanced for every sport.” This depth of experience positions Los Angeles as an ideal host city, capable not only of managing the logistical complexities of the Games but also of creating high-impact, immersive experiences for fans. With a track record that includes Super Bowls, World Cups, and two prior editions of the Olympic Games, the city is no stranger to executing events at the highest level.

At the level of the Organizing Committee and Games planning, a further source of optimism lies in the institutional prioritization of the fan experience. Mott specifically praised LA28 for its decision to establish a fully resourced and strategically empowered Functional Area dedicated to Spectator Experience. In his view, the creation of this specialized team represents a “huge step forward” in elevating the quality and consistency of the fan journey. He emphasized that the existence of a unit solely focused on spectators — tasked with considering every element of the fan experience from initial ticketing and arrival to in-venue activations and departure — signals a serious commitment by LA28 to prioritize the audience in a comprehensive and integrated way. This level of organizational focus suggests that the LA28 Games are not only prepared to meet expectations but are actively striving to redefine the standard for future Olympic and Paralympic fan experiences:

“There's never really been a representative of the spectator in event operations planning. Us just being in the room, I think helps to remind people that these are people who spend a lot of money, and in some cases, this is the trip of their lifetime. I talked to people who went to the '96 Games and that was their one opportunity to ever go to the Games. 30 years later, they're still talking about what an amazing experience it was. That's the opportunity that we have here” (Mott, 2025).

Kessler echoed Mott's sentiment above with strong enthusiasm, reflecting positively on LA28's recent presentation of its overarching concept and vision for the Games. She expressed that the FIVB

team was energized by the direction being proposed, particularly in terms of how it aligns with their own strategic priorities for engaging and dynamic sport presentation. Specifically, she highlighted the synergy between LA28's creative vision and the FIVB's goals to elevate volleyball's presence within an urban context, saying, "I think it's really aligned with what we can bring and how we can support the urban side. I think there will be some amazing elements that we can link together. So we are aligned in the vision."

Debevec also noted the opportunity that LA28 has to extend the Olympic spirit to the local Angeleno population and her team's focus on creating inclusive, community-focused activations for fans. With the LA28 Organizing Committee's knowledge that public spaces across Paris like Champions Park were viewed as a major success, she confirmed that LA28 is reimagining Champions Park to create athlete celebrations in spaces that are accessible to non-ticketed spectators. Debevec stressed the importance of appealing to Los Angeles residents and providing them with opportunities outside of LA28's competition venues to participate and get involved in the Olympic festivities. Therefore, her team's plans currently involve free programming for members of the public to gather and take part in the Olympic atmosphere, watch the broadcast, enjoy activations with Olympic houses and/or partners, and interact with Olympians. As Quhe mentioned that the People's Marathon won many Parisians over, so too will Debevec's team look to earn positive sentiment locally by providing free, central spaces for the public to enjoy the Games taking place in their backyard.

Limitations

In terms of research limitations, some of the survey respondents may have held dual roles of working at the Paris Olympic Games and attending as a spectator that may have influenced responses. Additionally, the distribution of surveys to a more international, diverse sample size proved challenging as Facebook group admin users first were required to approve the post prior to its ability to be published. Therefore, personal connections helped facilitate distribution of the survey. This could have affected the American skew of survey responses, in addition to age and other demographics as well. Furthermore, those interviewed regarding plans for Los Angeles could only share proposed, general, or speculated planning efforts as the 2028 Games are still three years out and budgets have not been finalized. At the time of this

research, several departments within the LA28 Organizing Committee remain in the process of formation, resulting in varying stages of planning progress that influence multiple aspects of this study.

ACTION PLAN AND RECOMMENDATIONS

Based on the preceding analysis, the following action plan outlines seven targeted recommendations for key stakeholder groups, each accompanied by actionable steps, designated responsibilities, and clear metrics to evaluate success. These recommendations are designed to guide implementation efforts, ensure accountability, and provide measurable indicators of progress in enhancing the fan experience at LA28.

1. The LA28 Organizing Committee should work closely with the International Federations on building dedicated spectator experience strategies unique to each sport.

This recommendation — to involve the LA28 Director of Sport Presentation in early and proactive engagement with International Federations (IFs) — is both straightforward and well-founded, particularly given the depth of sport-specific presentation expertise housed within each IF. Their familiarity with tailoring presentation styles to suit both die-hard fans and new audiences makes them well-positioned to help deliver compelling and accessible experiences. This is especially important for Olympic spectators, many of whom may be encountering certain sports for the first time and may lack familiarity with the technical nuances or vocabulary specific to each discipline.

Ferro of the International Federation of Sport Climbing (IFSC) provided a compelling illustration of this idea in practice, describing how the federation adapted its messaging during the Paris 2024 Games to better connect with a broader, less-specialized audience:

“We all have spectators who may have never approached climbing before in their life. So of course some terms of our sport had to be redefined because we had to speak to a wider audience, not a climbing-specific audience. For example, we had this animation in Paris when one of our athletes was reaching the top. Usually, when you top a boulder, you just say ‘top’. But in Paris, it was ‘super score’. When you work in these kinds of environments, you need to, let’s say, explore new wording.”

This example underscores how IFs can bring critical insight into how best to modify or enhance in-venue sport presentation to ensure it resonates with Olympic audiences. Moreover, the role IFs might play becomes even more relevant when considering the unique mix of permanent and temporary venues across the LA28 landscape. At established venues such as SoFi Stadium or Crypto.com Arena, there is the potential for overlap with existing venue presentation staff — many of whom already handle game-day production for professional teams. Whether these individuals will be retained or integrated into Olympic operations remains an open question, as venue contract stipulations were still under development at the time of this research. In contrast, temporary venues will require an entirely different set of considerations, as they lack built-in operational structures or existing venue staff and sport presentation teams.

From a logistical standpoint, the resources required to implement this recommendation are relatively minimal—largely centered on intentional communication and structured collaboration rather than major financial or infrastructural commitments. One practical starting point could be establishing monthly meetings or calls between the LA28 Sport Presentation team and each IF to ensure ongoing dialogue and input. It could be helpful to discuss a different topic each month, working off of a “best practices” checklist to ensure that the best elements are integrated into each venue. Ultimately, the measure of success for this initiative would be twofold: whether IFs feel that their expertise was actively integrated into the planning process, and whether the resulting in-venue experiences at LA28 successfully conveyed each sport’s unique character to a global audience.

2. The LA28 Organizing Committee should ensure its sport presentation differentiates from traditional American professional sporting matches and events.

This recommendation would again fall under the purview of the Director of Sport Presentation at LA28, who bears primary responsibility for distinguishing the Olympic in-venue experience from that of standard professional sporting events — particularly in cities like Los Angeles, where such events are highly polished and deeply embedded in the entertainment landscape. A central point of differentiation lies in the global nature of the Olympic Games and the distinctive values embedded within the Olympic Movement. To that end, programming should intentionally reflect the diversity of participating nations and the unifying ethos of the Games. For instance, incorporating popular music from various regions around the world could underscore the international representation of athletes and spectators alike, while distinguishing the

atmosphere from that of a typical NBA game. Similarly, the visual presentation could include culturally diverse trivia, archival Olympic footage, or creatively reimaged historical material — as seen at Paris 2024, where vintage images of Olympians were animated to appear as though lip-syncing to contemporary music. This “best practices” checklist for sport presentation could include such elements, in addition to more standard fan engagement ideas like a kiss cam, sound measure, chants, sing-alongs, and more.

To further reinforce the Olympic identity, the Director of Sport Presentation could curate short features highlighting the principles of Olympism, the Fair Play movement, and the role of sport in fostering peace and inclusion. Additionally, during breaks in competition, highlight reels could showcase emotionally resonant moments from previous Olympic Games — “Best of the Games” segments that reflect human triumph, perseverance, and unity. These approaches would collectively contribute to an experience that feels not only entertaining, but also uniquely Olympic in nature.

To operationalize this strategy, collaboration with the International Olympic Committee (IOC) for access to archival content, partnerships with global artists, and coordination with content production teams will be required. The success of these initiatives could be evaluated through post-event spectator surveys, in which attendees are asked to compare their Olympic Games experience to other professional sporting events held in the same venues. Metrics such as perceived distinctiveness, emotional resonance, and cultural inclusivity would serve as indicators of whether the programming effectively conveyed the Olympic spirit and differentiated the experience accordingly.

3. The LA28 Organizing Committee should continue to prioritize spectator experience and elevate sport presentation as a priority, which would be reflected in both the budget and the workforce.

This recommendation is directed toward the LA28 Senior Leadership Team, particularly as it pertains to the strategic prioritization of Functional Areas in the lead-up to the Games. While the establishment of a dedicated Spectator Experience team — one with a clear mandate to advocate for the fan journey across

all planning efforts — is already a strong foundation, sustained support will be critical as the Organizing Committee grows its workforce over the coming years. As Mott noted, having a team focused solely on the spectator's needs represents an important advancement in Olympic planning. However, this team must not remain disproportionately small as other departments scale rapidly in the final phases of preparation. Ensuring adequate staffing and operational capacity for Spectator Experience will require intentional budgetary allocation and forward-looking resourcing.

This challenge was vividly illustrated by Quhe's reflections on her experience at the Paris 2024 Organizing Committee, where she witnessed firsthand the consequences of under-resourcing the Spectator Experience function. In her words:

"Another challenge was working together with the rapid growth of teams. When I arrived three years before the Games, a lot of departments were the same size as the [Spectator Experience] SPX team. It was so easy to work together. At the beginning, it was quite easy to share my vision or my strategy. But around a year and half before the Games, a lot of teams grew very fast. It was challenging for us as a little team to work with these teams because they were so big. For us, it was impossible to have one person dedicated to each venue, whereas some teams had three or four per venue."

Quhe's account underscores the risk of limited staffing in this area and an inability to keep pace with the broader operational machine. To avoid similar pitfalls at LA28, the Organizing Committee must ensure that the Spectator Experience and Sport Presentation teams are sufficiently scaled in parallel with other Functional Areas. This will require robust financial investment, particularly in the form of budget lines earmarked for staff recruitment, training, and deployment across all venues. Budget allocation must reflect not only the importance of fan engagement, but also the practical needs of delivering a high-quality, venue-specific experience to millions of spectators.

Evaluating the success of this recommendation can be accomplished through regular audits of Functional Area staffing levels, tracking the proportion of Spectator Experience and Sport Presentation personnel relative to other departments. In addition, reviewing the assigned budget against hiring and operational targets for these teams will indicate whether adequate financial resources have been committed. A further marker of success would be the ability of each venue to have at least one dedicated Spectator Experience representative at Games-time, ensuring consistent fan-centered implementation across all sites.

4. The LA28 Organizing Committee should make sure spectators undergo a seamless and user-friendly experience for ticketing.

This recommendation is directed toward the LA28 Organizing Committee's Ticketing and Hospitality teams and highlights the importance of developing a clear, accessible, and well-communicated framework for ticket and hospitality sales. Effective spectator engagement in this area hinges on the ability of these teams to deliver transparent and user-friendly information about the various types of ticketing products, hospitality packages, and associated price points available for the Games. A significant consideration is the International Olympic Committee's ongoing global partnership with On Location, which serves as LA28's Official Hospitality Partner. On Location, a company that positions itself as a global leader in premium experiential hospitality, played a major role in shaping Paris 2024's ticketing and hospitality strategy and is expected to exert similar influence in Los Angeles.

However, this dynamic introduces an additional layer of complexity for spectators. The dual presence of both LA28 and On Location in the ticketing ecosystem may not be immediately intuitive to the public, and this lack of clarity risks confusion over offerings, pricing, and purchasing pathways. As such, it is critical that LA28's Ticketing and Hospitality leadership proactively develop robust communication and digital marketing strategies that clearly articulate the roles of each entity and make the full spectrum of ticketing and hospitality options easily understandable. Spectators should be able to distinguish between standard tickets, resale tickets and reselling options, premium experiences, and On Location packages, with all relevant details — such as pricing, inclusions, access, parking and transportation options — readily available and easy to navigate across digital platforms.

To implement this recommendation effectively, dedicated time, personnel, and financial resources will be required. This includes assembling cross-functional teams within Ticketing, Hospitality, and Digital Marketing and Transportation to collaboratively build and execute an integrated communications plan. This would grant the fan access to all the necessary information they would need when considering what sports and which competitions to purchase tickets for, such as proximity to other sports and venues, transportation options, and more. Specific budget allocations will likely be necessary to support user-experience testing, content development, and sustained digital outreach across websites, mobile

applications, and social channels. Additionally, collaboration with On Location to align messaging and ensure consistency across platforms will be critical to avoid fragmented or contradictory information reaching spectators.

In addition to clarity and communication, the affordability of tickets must remain a central pillar of LA28's ticketing strategy. While premium hospitality packages will undoubtedly appeal to certain segments of the market, it is equally important that a broad range of accessible price points be offered to ensure that the Olympic and Paralympic Games remain open and inclusive to diverse audiences, particularly local residents and families. Keeping ticket prices at attainable levels helps foster community engagement, cultivates a sense of shared civic pride, and aligns with the Olympic Movement's broader commitment to accessibility and public inclusion. Furthermore, visible efforts to keep prices affordable can bolster public perception and mitigate criticism around exclusivity. In this sense, a successful ticketing strategy must strike a balance between revenue generation and equitable access, ensuring that all spectators—regardless of economic background—have a meaningful opportunity to experience the Games.

Evaluation of this recommendation's success should be grounded in both quantitative and qualitative measures of spectator experience. Metrics may include user satisfaction ratings collected through surveys, particularly focused on clarity of information, ease of navigation, and overall accessibility of ticketing platforms. Additional insights could be drawn from transaction data, such as abandonment rates on ticketing pages, as well as social media sentiment analysis regarding the ticket purchase experience. Ultimately, the objective is to ensure that spectators feel confident, informed, and empowered to purchase the tickets and packages that best align with their expectations and budgets.

5. The LA28 Organizing Committee and the City of Los Angeles should prioritize the delivery of one of the most fundamental and universally valued components of the spectator experience: convenient and efficient transportation.

The prioritization of foundational elements of the spectator experience — such as efficient transportation, minimized traffic congestion, and seamless venue connectivity — was a recurring theme in both surveys capturing quantitative data. Respondents consistently emphasized the critical role of transportation

infrastructure in shaping the overall event experience. As such, the implementation of this recommendation falls primarily under the purview of the LA28 Director of Transportation, in coordination with key City of Los Angeles officials, including Laura Rubio-Cornejo, General Manager of the Los Angeles Department of Transportation. These stakeholders will be central to both the strategic planning and operational oversight required to meet public expectations and support large-scale spectator movement across the city.

Transportation is a complex domain with numerous variables influencing success, including travel time, the proximity and accessibility of parking to venues, the clarity and frequency of shuttle services, and the intuitiveness of route navigation for attendees. This area will undoubtedly necessitate significant financial investment, given the scale of resources required. For instance, sufficient capital must be allocated to expand shuttle fleets, enhance last-mile transit connections, and support the continued development of LA Metro infrastructure. These enhancements represent one of the most resource-intensive aspects of LA28's delivery framework, underscoring the necessity of early and sustained funding commitments. What is the sponsor that was recently announced – like a helicopter? Not sure who will be flown from site to site.

Beyond physical infrastructure, creative interventions could be implemented to enhance the transportation experience itself. One such initiative might include deploying local talent — such as musicians, athletes, celebrities, and cultural figures — as “bus captains” to engage with riders and add a fun fan-facing element enroute to competition venues. This would serve as a form of mobile entertainment, transforming what might otherwise be a mundane journey into a dynamic and culturally rich encounter with Los Angeles' creative community. Such efforts could reduce perceived travel time while contributing to the celebratory, glamorous atmosphere of the Games that only a city like Los Angeles could deliver (Delpy Neirotti, 2024).

Complementary to motorized transport, the Organizing Committee and City of Los Angeles should also promote and facilitate active mobility for short-distance travel. For venues located within reasonable biking proximity of each other, infrastructure such as secure bicycle racks and designated parking zones should be prioritized. These amenities could be outsourced through partnerships with local providers. This model was employed successfully during the Paris 2024 Games, where secure bike

parking enabled spectators to adopt more sustainable and flexible transport options. Although such strategies are not universally applicable across LA's more geographically dispersed venues, they may play a pivotal role in alleviating shuttle and vehicle traffic in more centrally clustered event zones.

To further incentivize active transport, LA28 could adopt a legacy-inspired reward program—such as distributing custom Olympic pins to those who choose to bike or walk to events. A similar strategy was implemented at the Salt Lake City 2002 Winter Games, where walkers were rewarded with Olympic memorabilia, effectively reducing shuttle use while promoting physical activity and environmental consciousness.

This recommendation aligns closely with Mott's emphasis on adopting a holistic, journey-centered approach to the spectator experience—ensuring that logistical pain points are addressed at every touchpoint, thereby enabling seamless, memorable engagement with the Olympic Games:

“The goal is getting that base level right. It's going to be looking at all the touch points that the spectator is going through, from the time you Google what is LA28? How do I buy tickets? How do I fly to? Where do I stay? How do I get to a venue? What do I do at the venue? What do I do when I'm not going to an event? Not to say that we're solving all of those problems, but we're communicating how they're doing it. We're working with our LA28 team to look at where there are operational issues, whether that be transportation or getting into the venue or whatever it may be, trying to figure out where we can solve those and alleviate some of the pain points. The other side is communicating it.”

Evaluation of this recommendation would once again necessitate both quantitative and qualitative approaches. Quantitative indicators could include metrics such as actual versus estimated travel times, modal share statistics (e.g., number of shuttle riders, cyclists, and walkers), and levels of satisfaction as measured through standardized post-event surveys. Additionally, qualitative feedback gathered from open-ended survey questions and focus groups could provide nuanced insights into user perceptions of transportation convenience, clarity of wayfinding, and overall system performance.

6. The City of Los Angeles should solve the city's inherent and existing challenges in a sustainable, long-term way compared to the approach utilized at the 1984 Olympic Games.

The City of Los Angeles, and more specifically the municipal leaders and departments tasked with addressing housing and homelessness, will bear primary responsibility for the implementation of this

recommendation. As Chandler (2018) notes, homelessness in Los Angeles remains an immense and deeply entrenched issue — arguably more severe now than it was in 1984, when the city was dubbed “the homeless capital of the United States.” In the lead-up to the 1984 Olympic Games, this label spurred aggressive enforcement measures and superficial beautification efforts by city officials and law enforcement, aimed at removing visible signs of homelessness rather than addressing the structural causes. In contrast, Ahn emphasized that the current Mayor of Los Angeles has publicly and repeatedly expressed a commitment to pursuing a more humane, long-term approach — one that rejects the punitive strategies of the past.

Nonetheless, realizing this vision presents formidable challenges. A comprehensive, ethical response to homelessness in the context of LA28 will require substantial financial investment. Effective strategies must include the construction of affordable and, where necessary, subsidized housing options, alongside the provision of robust social welfare and support services to ensure that individuals can truly maintain stable housing over time. Such efforts must be both preventative and rehabilitative, targeting the root causes of homelessness while also providing meaningful pathways to reintegration.

The effectiveness of this recommendation can be assessed through both quantitative and qualitative metrics. Quantitatively, data should be collected and analyzed on the size and distribution of the unhoused population before, during, and after the Games to evaluate immediate and long-term impact. Qualitative metrics should include longitudinal follow-up studies to determine whether formerly unhoused individuals have been able to sustain stable living situations beyond the Games. If the LA28 Games can serve as a catalyst for reducing homelessness in a dignified, equitable, and sustainable manner, it would represent a transformative legacy for the city — one fundamentally distinct from that of 1984.

7. The LA28 Organizing Committee should encourage involvement from Los Angeles County’s many cities in hosting fan zones for the broader public by offering guidance and examples.

Los Angeles County comprises 88 incorporated cities, making it one of the most expansive and populous counties in the United States. This extensive geographic scope presents a unique opportunity for the

2028 Olympic and Paralympic Games to establish a wide-reaching and community-integrated presence across the region. Unlike more centralized Olympic host cities such as Paris, Los Angeles is well-positioned to leverage its vast urban footprint to create a network of localized fan zones that reflect and engage its diverse communities. To that end, this recommendation encourages Debevec's team and the LA28 Organizing Committee to actively engage with Los Angeles County and its constituent cities to promote the establishment of community-based fan zones. By serving as a central resource, LA28 can provide guidance, strategic insights, and institutional knowledge on best practices in the planning and execution of fan zones and live sites.

Such collaboration could draw on the expertise of several Functional Areas within LA28, including the Live Sites, City Operations, Security, On-Site Fan Experience, and Impact & Legacy teams, to advise cities on site selection, event programming, infrastructure requirements, and operational considerations. Beyond enhancing the Games-time atmosphere, this initiative also represents a meaningful investment in civic pride and community development. According to the **Precinct Reporter** (2025), the Los Angeles County Board of Supervisors approved a motion introduced by Chair Pro Tem and First District Supervisor Hilda L. Solis to increase public access to the 2028 Games through fan zones strategically located near transit hubs and community spaces, such as parks and recreation centers. These locations must be accessible, safe, and geographically distributed across the county to ensure equitable reach and community participation.

Furthermore, the programming within these fan zones should reflect the cultural vibrancy and demographic diversity of the region, particularly through offerings that appeal to families, youth, and underrepresented communities. Debevec had mentioned the vast majority of these aspects for consideration while discussing initial plans. The intent is not only to attract Olympic enthusiasts but also to foster inclusive environments that welcome those who may not traditionally engage with the Olympic Movement. LA28's involvement is essential in this effort, as the Organizing Committee is uniquely positioned to facilitate cross-city collaboration, provide access to planning tools, connect cities with peer networks, and disseminate updates relevant to local implementation. In doing so, LA28 can play a catalytic role in empowering municipal leaders to see themselves as integral contributors to the broader success of the Games. Ultimately, the establishment of widespread, well-executed fan zones will depend

on local governments seeing tangible value in their participation. By fostering a sense of inclusion and ownership at the city level, LA28 can help ensure that the Olympic and Paralympic Games of 2028 are not only a global celebration but also a truly local one — woven into the very fabric of Los Angeles' communities.

8. The LA28 Organizing Committee should actively engage the broader public to ensure that individuals without tickets still feel meaningfully included in and connected to the Olympic Games experience.

This final recommendation is directed primarily toward the senior leadership of the LA28 Organizing Committee, as they hold the authority to shape the public-facing dimensions of the Games and make strategic decisions that influence how inclusive and engaging the Olympic experience feels for the general population. The importance of this recommendation emerges from a recurrent theme among interviewees, several of whom emphasized the need to ensure that the broader Southern California public feels welcomed and not excluded from the Olympic movement, particularly those without tickets to official competitions. Both Quhe and Ahn underscored that fostering a sense of inclusion is critical — not only from the standpoint of accessibility, but also for cultivating civic pride in Los Angeles as the Olympic host city.

A noteworthy example highlighted by Quhe was Paris 2024's "People's Marathon," which proved to be a powerful tool for public engagement. The event helped shift public sentiment by offering the French a direct, participatory connection to the Games, particularly among those who were initially skeptical or indifferent. While LA28 may not replicate this exact initiative, it would be prudent to consider a similar model — one that allows members of the public to engage in Olympic sports in an authentic and memorable way.

For instance, organizing a public 3x3 basketball tournament or a youth flag football competition could be meaningful alternatives. These events would provide participants with the unique opportunity to play on official Olympic fields of play, thus reinforcing a stronger emotional and experiential bond with the Games. Importantly, such initiatives need not place a significant financial burden on LA28. Strategic

partnerships with established youth sports operators — such as RCX Sports, which works with leagues including the NFL, NHL, MLS, MLB, NBA, and WNBA — could allow these events to be outsourced and independently financed. An example could include a youth flag football event in collaboration with the NFL or a 3x3 youth basketball tournament facilitated through partnerships with the NBA and WNBA, staged at the Olympic basketball venue.

These public-facing activations would not only advance LA28's goal of building a lasting youth-focused legacy but would also create additional revenue touchpoints by drawing families and local communities to Olympic venues. Evaluation of this recommendation should employ both quantitative and qualitative approaches. Pre- and post-Games public surveys could assess perceptions of inclusion and civic pride, while attendance data, ticket sales, and participant registration figures for these events would provide concrete indicators of reach and success. Together, these metrics would help determine whether such initiatives effectively fostered a sense of Olympic belonging among Angelenos.

CONCLUSION

As Los Angeles prepares to host the Olympic and Paralympic Games in 2028, the opportunity to reimagine and elevate the spectator experience is both immense and urgent. This paper has explored the multifaceted nature of Olympic fan engagement, drawing from an extensive literature review, qualitative interviews with key subject matter experts, and survey data from both experienced and inexperienced Olympic fans. The findings underscore that excellence in spectator experience extends well beyond the field of play — it encompasses transportation access, inclusive public programming, cultural storytelling, digital ticketing clarity, and the human-centered design of every touchpoint a visitor encounters.

The recommendations outlined throughout this paper are grounded in both evidence and precedent. From ensuring robust early collaboration between the LA28 Sport Presentation team and International Federations, to designing meaningful public-facing events that invite unticketed spectators to feel part of the Games, each action proposed is not only achievable but essential. Further, addressing issues of transportation efficiency, housing insecurity, and digital transparency requires a combination of committed leadership and strategic investment. These are all lofty challenges, but they are also

opportunities for LA28 to demonstrate how mega-events can be organized with both global excellence and local empathy.

Importantly, the optimism that underpins this paper is rooted in the capacity of the LA28 Organizing Committee and its civic partners to learn from past editions of the Games, particularly Paris 2024, and to adapt best practices to the unique identity of Los Angeles. With thoughtful planning, inclusive engagement, and a shared vision for the power of sport, LA28 has the potential to redefine what it means to be not just a spectator, but a participant in the Olympic experience. In the end, the success of LA28 will not solely be measured by medal counts or broadcast ratings, but by how deeply it resonates with the people of Los Angeles and how effectively it invites the world to be part of something greater than competition alone. If done right, LA28 can offer a Games that are not only unforgettable but unifying — a celebration of humanity at its best.

REFERENCES

- 28 Projects by 2028. (n.d.). Metro. Retrieved June 11, 2025, from <https://www.metro.net/28x28/>
- Arhirova, H. (2024, August 11). Amateur runners race like Olympians along the same iconic route as competitors in Paris | AP News. AP News.
<https://apnews.com/article/olympics-2024-paris-amateur-runners-marathon-607a9091963fec80daa5a4d70d09cf2b>
- Barets, E. (2024, July 29). Paris 2024: Where are the foreign delegations' Olympic Houses? *Le Monde.fr*.
https://www.lemonde.fr/en/sports/article/2024/07/29/paris-2024-where-are-the-foreign-delegation-s-olympic-houses_6704154_9.html#
- Barney RK (1996) Resistance, persistence, providence: the 1932 Los Angeles Olympic Games in perspective. *Res Q Exerc Sport* 67(2):148–160.<https://doi.org/10.1080/02701367.1996.10607939>

Bauer, H. H., Sauer, N. E., & Exler, S. (2005). The loyalty of German soccer fans: Does a teams brand image matter? *International Journal of Sports Marketing and Sponsorship*, 7(1), 8-16.

Baxter, K. (2024, October 15). L.A. 2026 World Cup committee hosts art contest to select poster - Los Angeles Times. *Los Angeles Times*.

<https://www.latimes.com/sports/soccer/story/2024-10-15/la-2026-world-cup-art-contest-official-poster>

Business Improvement Network - BIN. (n.d.). *Fan engagement: From match day to every day*.

<https://www.bin.co.uk/fan-engagement-from-match-day-to-every-day>

Carp, S. (2024, August 6). 'People are finding it's worth buying a ticket to': The business behind the Olympic houses at Paris 2024. *SportsPro Media*.

<https://www.sportspromedia.com/insights/analysis/paris-2024-olympic-houses-team-usa-gb-india-ticket-sales-sponsors/>

Chandler, J. (2018, July 12). LA Olympics 2028: How will the city treat its homeless? *Curbed LA*.

<https://la.curbed.com/2018/7/12/17454676/los-angeles-olympics-homeless-police-militarization-security>

Dyreson M, Llewellyn M (2008) Los Angeles is the Olympic City: Legacies of the 1932 and 1984 Olympic Games. *Int J Hist Sport* 25(14):1991–2018.

<https://doi.org/10.1080/09523360802439007>

Edwards H (1984a) Sportpolitics: Los Angeles, 1984—"The Olympic Tradition Continues". *Sociol Sport J*

1(2):172–183. <https://doi.org/10.1123/ssj.1.2.172>

Ferrand A, Chappelet J, Séguin B (2012) *Olympic marketing*. Routledge, Abingdon, UK

Giuliano G (1988) Testing the limits of TSM: the 1984 Los Angeles summer Olympics.

Transportation (1986–1998) 15(3):143–161

Hwang, Y., Ballouli, K., Bernthal, M. J., & Choi, W. (2024). Making Sense of Stimuli-Local Image Fit in the

Sport Venue: Mediating Effects of Sense of Home and Touristic Experience on Local and Visiting

Spectators. *Sport Marketing Quarterly*, 33(1), 47-65.

<https://doi.org/10.32731/SMQ.331.032024.04>

Intel on the Road to Paris: "We're using AI to transform the Olympic experience for fans, organisers, athletes and viewers." (2024, July 5). Olympics.com.

<https://olympics.com/ioc/news/intel-on-the-road-to-paris-we-re-using-ai-to-transform-the-olympic-experience-for-fans-organisers-athletes-and-viewers>

Jeong, M. S. H. (2025, April 5). LAHSA CEO resigns after LA County moves to defund the agency. *NBC Los Angeles*.

<https://www.nbclosangeles.com/news/local/lahsa-ceo-resigns-after-la-county-moves-to-defund-the-agency/3671105/>

Jones, R. (2022, February 17). 2022 Super Bowl sets new record as average fan spend hits US\$167.37.

SportsPro.<https://www.sportspromedia.com/news/super-bowl-los-angeles-rams-bengals-record-sales-legends-sofi-stadium/>

Kassens Noor, E. (2020). The Los Angeles Olympic Games: Planning Legacies. In: Los Angeles and the Summer Olympic Games. SpringerBriefs in Geography. Springer, Cham.

https://doi.org/10.1007/978-3-030-38553-8_1

Kristian Hernández, Senior Editor. (2024, November 13). SVG Sit-Down: RWS Global's Kim Henshaw, Scott Horton reflect on the In-Venue experience of the 2024 Olympics and Paralympics in Paris. Sports Video Group.

<https://www.sportsvideo.org/2024/11/13/svg-sit-down-rws-globals-kim-henshaw-scott-horton-reflect-on-the-in-venue-experience-of-the-2024-olympics-and-paralympics-in-paris/>

LA ramps up transit preparations ahead of hosting its 3rd Olympic Games - Daily Bruin. (2024,

September 20). Daily Bruin.

<https://dailybruin.com/2024/09/20/la-ramps-up-transit-preparations-ahead-of-hosting-its-3rd-olympic-games>

LA24 (2014) LA24 bid book (initial bid). <https://www.documentcloud.org/documents/2325415-la-2024-bid-book.html>. Accessed 5 Feb 2019

The LA28 Olympian and Paralympian Fellowship creates new opportunities for athletes and the movement. (n.d.).

<https://la28.org/en/newsroom/LA28-Olympian-Paralympian-Fellowship-Provides-New-Opportunities.html>

Los Angeles County Metropolitan Transportation Authority. (2024, September 27). *28 projects by 2028 games - LA Metro*. LA Metro. <https://www.metro.net/28x28/>

Luna, T., & Goldberg, N. (2025, May 12). Gov. Newsom again urges cities to ban homeless camps - Los Angeles Times. *Los Angeles Times*.

<https://www.latimes.com/california/story/2025-05-12/newsom-urges-cities-to-ban-homeless-camps>

Hockstader, L. (2024, August 14). Opinion | The Paris Olympics' success will be a hard act for L.A. to follow. The Washington Post. <https://www.washingtonpost.com/opinions/2024/08/14/paris-olympics-los-angeles/>

Noack, R. (2024, August 11). Can't borrow Eiffel Tower, but L.A. 2028 Olympics can learn from Paris 2024. The Washington Post. https://www.washingtonpost.com/sports/olympics/2024/08/11/la-2028-olympics-paris-2024-lessons/?itid=ap_ricknoack

Olympians and fans invited to experience "Games Wide Open" at celebrations in heart of the city. (2024, August 3). Olympics.com. <https://olympics.com/ioc/news/olympians-and-fans-invited-to-experience-games-wide-open-at-celebrations-in-heart-of-the-city>

Olympic Games | Paris 2024. (n.d.). <https://olympics.com/en/paris-2024/the-games/olympic-paralympic-games/olympic-games>

Other Media. (n.d.). *Best in class: sports fan engagement.*

<https://other.media/best-in-class-sports-fan-engagement/#:~:text=Make%20experiences%20shareable%20to%20maximise,fan%20who%20is%20following%20remotely>.

Paris 2024: Olympic fans experience the thrill of the sailing competition with Galaxy S24 Ultra. (n.d.).

<https://news.samsung.com/global/paris-2024-olympic-fans-experience-the-thrill-of-the-sailing-competition-with-galaxy-s24-ultra>

Paris 2024: Record-breaking Olympic Games on and off the field. (2024, August 11). Olympics.com.

<https://olympics.com/ioc/news/paris-2024-record-breaking-olympic-games-on-and-off-the-field>

Perelman, R. (2025, May 5). *LOS ANGELES 2028: L.A. deputy mayor says city's budget crisis risks not having "workforce that we need to deliver on those Games" in 2028.* The Sports Examiner.

<https://www.thesportsexaminer.com/los-angeles-2028-l-a-deputy-mayor-says-citys-budget-crisis-risks-not-having-workforce-that-we-need-to-deliver-on-those-games-in-2028/>

Perelman, R. (2024, September 22). *LOS ANGELES 2028: City of Los Angeles beginning its festival site planning for 2028 after Paris' huge success.* The Sports Examiner. Retrieved October 23, 2024, from <https://www.thesportsexaminer.com/los-angeles-2028-city-of-los-angeles-beginning-its-festival-site-planning-for-2028-after-paris-huge-success/>

Precinct Reporter. (2025, June 12). *Olympics Access with Community Fan Zones.* Precinct Reporter Group News.

<https://precinctreporter.com/2025/06/12/access-to-olympics-with-community-fan-zones/#:~:text=Within%20120%20days%2C%20these%20departments,World%20Cup%20into%20Olympic%20planning>

PRR (2015) Public records request from 35 applicant cities for the 2024 Olympic Games. Retrieved from 35 City offices in the USA

Rial, B. (2022, December 13). *Paris 2024 organising committee approves new €4.38bn budget.* The Stadium Business.

<https://www.thestadiumbusiness.com/2022/12/13/paris-2024-organising-committee-approves-new-e4-38bn-budget/>

Robert, A. (2024, August 24). Paris 2024 Games: the digital experience for spectators. Olympics.com.

<https://olympics.com/en/news/experience-spectateur-digitale-paris-2024>

Taylor M (2017, March) Update on Los Angeles' bid for the 2024 Olympics. Legislative Analyst's Office

Trosic, J. (2025, January 27). *Paris 2024 Marathon Pour Tous: Discover the lucky winners from the world over set to run on the Olympic course.*

<https://www.olympics.com/en/news/paris-2024-marathon-pour-tous-draw-discover-lucky-winners>

Schlepp, T. (2024b, January 30). KTLA. KTLA. <https://ktla.com/news/california/americas-worst-traffic-isnt-in-los-angeles/>

Selbe, N. (2022, February 14). Super Bowl halftime show: Fans react to Kendrick Lamar, Snoop Dogg and more - Sports Illustrated. SI.

<https://www.si.com/extra-mustard/2022/02/14/super-bowl-halftime-show-fans-react-kendrick-lamar-snoop-dogg-eminem>

Short JR (2004) "Going for Gold: The Summer Olympics and The Global City" in Global Metropolitan: globalizing cities in a capitalist world London. Routledge, Abingdon, UK, pp 86–108

Staff, S., & Cavadi, W. (2024, September 11). Check out how the Cosm Dome is reinventing watching sports. Systemscontractor.

<https://www.avnetwork.com/news/check-out-how-the-cosm-dome-is-reinventing-watching-sports>

Steriopoulos, E., & Can-Seng Ooi. (2023). Transformative service research approaches for visitor experiences in major sporting events. International Journal of Event and Festival Management, 14(2), 189-204. <https://doi.org/10.1108/IJEFM-04-2022-0029>

Super Bowl Experience - *LASuperBowlHC.com*. (2023, October 5). LASuperBowlHC.com.

[https://lasuperbowlhc.com/super-bowl-experience/#:~:text=SUPER%20BOWL-.EXPERIENCE,the%20NFL's%20biggest%20season%20ever.&text=TICKETS:,%E2%80%93%20\\$60%20\(for%20all%20ages\)](https://lasuperbowlhc.com/super-bowl-experience/#:~:text=SUPER%20BOWL-.EXPERIENCE,the%20NFL's%20biggest%20season%20ever.&text=TICKETS:,%E2%80%93%20$60%20(for%20all%20ages))

Swartz, M. (2022, February 25). The Cisco Network: the superhighway of Super Bowl LVI & SoFi Stadium. Cisco Blogs.

<https://blogs.cisco.com/networking/the-cisco-network-the-superhighway-of-super-bowl-lvi-sofi-stadium?dtid=oblgzzz000659>

Tuxedo shop dresses up Skid Row residents for Olympics - UPI Archives. (1984, July 26). *UPI*.

<https://www.upi.com/Archives/1984/07/26/Tuxedo-shop-dresses-up-Skid-Row-residents-for-Olympics/1701459662400/>

Walsh, B. (2024, August 9). Paris reminded us why we love the Olympics. *Vox*.

<https://www.vox.com/today-explained-newsletter/366062/paris-olympics-crowds-joy-world-cup>

Wenn SR (2015) Peter Ueberroth's legacy: how the 1984 Los Angeles Olympics changed the trajectory of the Olympic movement. *Int J Hist Sport* 32(1):157-171.

<https://doi.org/10.1080/09523367.2014.958665>

APPENDICES

Interview Questions – Expertise Specific:

International Federations (IFs) staff:

1. What type of sport presentation/fan engagement activities does your IF typically implement at the Olympic Games and/or World Championships?
2. Which of these do you believe enhances the fan experience most?
3. Were there any new activations or technologies implemented in Paris 2024 that you believe were most effective in engaging fans?
4. What challenges, if any, did you experience in Paris 2024 and what takeaways did your team have in regards to enhancing fan experience in the future?
5. How important is your sport culture or local culture in sport presentation and can you give an example of customized activations?
6. Looking ahead to LA28, has your team begun working on plans for LA28 from a fan experience standpoint? What do you think will work best for LA28 fans based on key learnings from Paris?
7. Do you have any final thoughts on this topic or any additional insights that would be relevant?

Paris 2024 staff:

1. Can you speak to the overall spectator experience strategy that the Paris 2024 team executed?
2. What were 2-3 aspects of fan experience at Paris 2024 that were the most well-received? (ie. People's Marathon, Olympic Houses, fan zones, etc.)
3. Were there any fan engagement efforts or activations that fell short of expectations?
4. As someone overseeing spectator experiences, who did you work with most to come up with ideas, programs, and implementation? Did the production company RWS Global do most of the work or internal. Who is most responsible for spectator experience?
5. Were there any new activations or technologies implemented in Paris 2024 that you believe were most effective in engaging fans?
6. Do you think any of your successes can be replicated by LA28 or are the two situations too different for it to be repeated?
7. Do you have any final thoughts on this topic or any recommendations to share with LA28?

City of Los Angeles representatives:

1. Of the many efforts to enhance the Olympic fan experience in LA, what are the city of LA's priorities (e.g., transportation, fan zones, safety, city beautification) leading up to 2028?
2. What are the primary challenges you're experiencing in ensuring fans have a positive experience attending the Games? (ex: wildfires?)
3. What are you most excited about delivering to fans in 3 years' time that you feel confident they will enjoy?
4. Do you have any final thoughts on this topic or any additional insights that would be relevant?

LA28 Organizing Committee representatives:

1. Of the many efforts to enhance the spectator experience in LA, what are LA28's priorities both in-venue and out-of-venue (e.g., transportation, fan zones, safety, city beautification) leading up to 2028?
2. How are those being split with, or perhaps worked on in collaboration with City of LA?
3. 84 and 32 experience - how does that affect spectator experience strategy? Does it help?
4. Have there been specific activations from Paris that you're taking as inspiration or wanting to replicate? (ie. People's Marathon, Olympic Houses, fan zones, etc.)

5. What are the primary challenges you're experiencing in ensuring fans have a positive experience attending the Games? (ex: wildfires?)
6. What are you most excited about delivering to fans in 3 years' time that you feel confident they will enjoy?
7. Do you have any final thoughts on this topic or any additional insights that would be relevant?

Survey Questions:

LA28 OLYMPIC FAN EXPERIENCE SURVEY

1. In what country do you live? *Answered: 200 Skipped: 2*
2. What is your age group? *Answered: 201 Skipped: 1*
3. What aspects of the Olympic Games are most important to you? (Rank in order with 1 being most important and 6 being least important) *Answered: 202 Skipped: 0*

Watching live events and competition

Interacting with athletes or sports figures

Cultural or city-hosted activities (fan zones, Olympic Houses, etc.)

Merchandise and memorabilia

Partner/sponsor activations

Food and beverage options

Interacting with fans from around the world

4. Which of these local LA experiences would you prioritize if you were to attend the LA28 Olympic Games? Select your top 2. *Answered: 202 Skipped: 0*

Iconic landmarks (Hollywood, Griffith Observatory, etc.)

Beaches and outdoor activities (Santa Monica, Venice Beach, etc.)

Art and museums (Getty Center, Los Angeles County Museum of Art)

Food and dining scene (tacos, food trucks, global cuisine)

Music and entertainment venues (live concerts, theaters)

Other (please specify)

5. Does the fact that the 2028 Olympic Games are being hosted in Los Angeles affect your

decision to attend the Games? Answered: 202 Skipped: 0

Yes/No

6. If yes, please explain your answer. Answered: 131 Skipped: 71

7. What would be the most appealing aspect of your trip to the Los Angeles Olympic Games?

Rank in order from most important to least important. Answered: 202 Skipped: 0

Seeing iconic LA landmarks

Experiencing as many Olympic competitions and venues as possible

Attending the Opening and/or Closing Ceremonies

Visiting fan zones with an international party atmosphere

Buying event merchandise and/or memorabilia to commemorate your experience

Visiting LA's cultural attractions

Opportunity to see celebrities, entertainers, and athletes

8. How important are the following features within the competition venues? Answered: 202

Skipped: 0

Comfortable seating and clear visibility of events

Efficient concessions and restrooms

Easy navigation and accessibility

Live entertainment and performances during competition breaks

Exclusive merchandise and/or giveaways

Athlete meet-and-greets and interviews

Interactive games, activities, and challenges on video screens

Venue sustainability and eco-friendly practices

9. What are your biggest concerns you may have as a fan interested in attending the Los

Angeles Olympic Games? Select your top 2. Answered: 202 Skipped: 0

Expensive costs for tickets, accommodations, etc.

Lack of available tickets

Heavy traffic and congestion traveling around the city

Safety concerns (potential security/safety risks)

Poor quality of fan experience

Other (please specify)

10. In your opinion, what could be done to enhance the LA28 Games fan experience? *Answered:*

202 Skipped: 0

LA28 OLYMPIC FAN EXPERIENCE SURVEY (Previous Attendees)

1. In what country do you live? *Answered: 94 Skipped: 10*

2. What is your age group? *Answered: 95 Skipped: 9*

3. Which of the following Olympic Games have you attended? Select all that apply. *Answered:*

104 Skipped: 0

Paris 2024	London 2012	Sydney 2000
Beijing 2022	Vancouver 2010	Atlanta 1996
Tokyo 2020	Beijing 2008	Barcelona 1992
PyeongChang 2018	Torino 2006	Seoul 1988
Rio 2016	Athens 2004	Los Angeles 1984
Sochi 2014	Salt Lake City 2002	

4. What were some highlights of previous Games experiences that you would recommend for LA28 to incorporate? *Answered: 83 Skipped: 21*

5. What aspects of the Olympic Games are most important to you? (Rank in order with 1 being most important and 6 being least important) *Answered: 104 Skipped: 0*

Watching live events and competition

Interacting with athletes or sports figures

Cultural or city-hosted activities (fan zones, Olympic Houses, etc.)

Merchandise and memorabilia

Partner/sponsor activations

Food and beverage options

Interacting with fans from around the world

6. Which of these local LA experiences would you prioritize if you were to attend the LA28

Olympic Games? Select your top 2. *Answered: 104 Skipped: 0*

Iconic landmarks (Hollywood, Griffith Observatory, etc.)

Beaches and outdoor activities (Santa Monica, Venice Beach, etc.)

Art and museums (Getty Center, Los Angeles County Museum of Art)

Food and dining scene (tacos, food trucks, global cuisine)

Music and entertainment venues (live concerts, theaters)

Other (please specify)

7. Does the fact that the 2028 Olympic Games are being hosted in Los Angeles affect your decision to attend the Games? *Answered: 104 Skipped: 0*

Yes/No

8. If yes, please explain your answer. *Answered: 64 Skipped: 40*

9. What would be the most appealing aspect of your trip to the Los Angeles Olympic Games? Rank in order from most important to least important. *Answered: 104 Skipped: 0*

Seeing iconic LA landmarks

Experiencing as many Olympic competitions and venues as possible

Attending the Opening and/or Closing Ceremonies

Visiting fan zones with an international party atmosphere

Buying event merchandise and/or memorabilia to commemorate your experience

Visiting LA's cultural attractions

Opportunity to see celebrities, entertainers, and athletes

11. How important are the following features within the competition venues? *Answered: 104 Skipped: 0*

Comfortable seating and clear visibility of events

Efficient concessions and restrooms

Easy navigation and accessibility

Live entertainment and performances during competition breaks

Exclusive merchandise and/or giveaways

Athlete meet-and-greets and interviews

Interactive games, activities, and challenges on video screens

Venue sustainability and eco-friendly practices

12. What are your biggest concerns you may have as a fan interested in attending the Los

Angeles Olympic Games? Select your top 2. Answered: 103 Skipped: 1

Expensive costs for tickets, accommodations, etc.

Lack of available tickets

Heavy traffic and congestion traveling around the city

Safety concerns (potential security/safety risks)

Poor quality of fan experience

Other (please specify)

13. Based upon your previous Olympic experience, what recommendations do you have to
enhance the LA28 fan experience? Answered: 104 Skipped: 0