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Master's Thesis of Global Sport Management

Strategic Legacy Development for
Successful Winter University Games
2033 in Mongolia

성공적 2033 몽골 동계 유니버시아드를 위한
전략적 유산 개발

2022년 08월

서울대학교 대학원

체육교육과 글로벌스포츠매니지먼트

Enkhnaran Jargalsaikhan

Strategic Legacy Development for Successful Winter University Games 2033 in Mongolia

Advisor: LEE, Okseon

Submitting a master's thesis of Global Sport Management

August 2022

The Graduate School
Department of Physical Education
Seoul National University
Global Sport Management Major
Enkhnaran Jargalsaikhan

Confirming the master's thesis written by

Enkhnaran Jargalsaikhan

August 2022

Chair Kang, Joon-ho (Seal)

Vice Chair Kim, Yukyoum (Seal)

Examiner Lee, Okseon (Seal)



이 논문은 문화체육관광부와 국민체육진흥공단 지원을 받아 수행된 연구임

This work was supported by Ministry of Culture, Sports, and Tourism and Sports Promotion Foundation

Abstract

Strategic Legacy Development for Successful Winter University Games 2033 in Mongolia

Enkhnarán Jargalsaikhan

Global Sport Management, Department of Physical Education

The Graduate School

Seoul National University

This study examined the expected outcomes of organizing the Winter University Games 2033 if Mongolia can be selected as the host country. It analyzes what kind of legacy can be expected from this mega-sport event and what kind of legacy should be strategically developed to achieve the ultimate goal of a successful organization. Therefore, identified what needs to be done to successfully develop the legacies as it was recognized as an important issue for the bidding team and the authorities in planning the legacy. The literature review provided a preliminary study of the legacy based on exploring academic articles. The findings present the views of experienced stakeholders using a qualitative analysis method with

a semi-structured approach and in-depth strategic interviews. This study shows that hosting the Winter University Games 2033 in Mongolia will have a significant contribution to the development of not only sports but also the development of the country. Stakeholders agreed that exactly remained legacies after Winter University Games 2033 as winter sports facilities, experience, and knowledge of human resources and volunteers who will be trained and educated, financial incomes from media, international investments, and sponsors, and social awareness will play an important role in the development of the country. In the discussion chapter based on academic sources and viewpoint of stakeholders was explored that for successful organizing this mega sports event host region should carry out a proper strategic plan of expected legacies in different terms, create budgeting and financial sources for the development of planned legacies, and government and sports organizations should have close cooperation. Development of a strategic legacy plan, good governance of responsible bodies, and close cooperation between government and related stakeholders will contribute to moving in forward to achieve the main goal - an intellectually and physically healthy nation through these mega-sports events.

Keywords: University sport, legacy, Winter University Games, Mongolia,
strategic legacy development, successful sports event.

Student Number: 2020-28720

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List of Acronyms

WoUG – World University Games

WiUG – Winter University Games

FISU – International University Sports Federation

AUSF – Asian University Sports Federation

NOC MGL – National Olympic Committee of Mongolia

MSSF – Mongolian Student Sports Federation

WUG 2033 - Winter University Games 2033

Chapter 1. Introduction

1.1. Study background

In recent years, we have witnessed the rapid development of the sports industry in our world. Sport is increasingly being recognized as having the potential to make a significant contribution to contemporary society (Gratton & Henry, 2001). Sports activities have become the most used in the development and to promote economic growth, social cohesion, healthy lifestyles, and tourism destinations (Bob & Swart, 2010).

Large-scale sports events such as the Olympic Games, World Cups, Youth Olympic Games, and World University Games (until 2019 name was Universiade) are held in the world at regular intervals - events of a huge scale, not only uniting different people, ethnic and social groups under their auspices, but also pursuing other important goals, such as development of the host city. Bunce (1995) study shows that it is generally recognized that multi-sport competitions contribute to an increase in the number of people who regularly play sports, contribute to the formation and improvement of national reputation, and increase awareness of population. Cities from

around the world are increasingly choosing sport and the phenomena of hosting high profile sports events as a potential growth strategy (Bunce, 1995). Hosting sports events make a significant contribution to expand the participation of citizens in sports activities and events, to provide environment for active physical movement, to development of unfamiliar sports among population, growth of tourist flow and stimulation of economic development in the country.

Among multi-sport competitions in the world, why do cities choose to host the WoUG? The WoUG is an analogue of the Olympics at the university level. In terms of the number of participating countries and the number of athletes, the WoUG is comparable to the Olympic. For example, in 2003, the Daegu Summer Universiade Games was a record 174 countries competing, in Kazan Summer Universiade Games 2013 made a record with 11759 participants (Lemus-Delgado, 2020). The Olympic Games and the WoUG are inextricably linked. In Jargalsaikhan (2020) studies says that the University Games serve as a recruitment of athletes for the Olympics, because more than 60% of the participants in the University Games continue to participate in the Olympic Games

Students are the future young generation of each country, the sources and legacy of the nation. They are young citizens of our society, full of boundless energy and progressive ideas, fantastic plans, and noble ambitions, hopes and dreams. Their involvement especially in sports is important for the future healthy awareness of the population. In an interview with reporters, Oleg Matytsin, FISU President recalled that “in the modern world, universities are not just educational institutions, but one of the factors in the development of society. And through the sports nations could develop the physically and mentally healthy future society”. But physical education and sports are not only a means of strengthening the health of a young population, their physical improvement, a rational form of spending leisure time, a means of increasing the social activity of people, but also significantly affect other aspects of human life, primarily on labour activity, moral and intellectual qualities (Zuev & Milovanova, 2012).

The development of university sports plays an important role in the future development of the country. University sports create an environment for students where they strive for excellence at the academic and athletic level, these students are given the opportunity to interact socially and

competitively (Weiss, 2010). The development of university sports contributes to the preparation highly qualified athletes and maintaining the integrity of the physical culture and sports movement.

The WoUG gives countries not only the development of sports and various legacies, for example, Lemus-Delgado (2020) asserted that Taiwan used the Summer Universiade Games in 2017 as a tool to strengthen Taiwan's identity, the Games itself, and its opening ceremony, contributed to the idea of Taiwan's national identity as something substantial and independent.

Following the experiences of host cities, in 2014 between city of Ulaanbaatar, Mongolia and FISU has signed the “Memorandum of Understanding” where the city of Ulaanbaatar has the intention to organize the Winter University Games in 2033 and both sides agreed to cooperate in the frame of the project “Winter University Games 2033 – Ulaanbaatar”. The government expects that WUG 2033 will increase image of country in international arena, help to improve winter sports facilities and infrastructure, strengthen the professional level of Mongolian athletes, allow

students to see and feel the importance of winter sport and will have deep practical implications for accelerating the construction of winter sports infrastructure.

This study assumes that within the framework of Mongolia's sports policy, the government will set itself the solution of the above main goals. For example, why does Mongolia need to accelerate the construction of winter sports facilities? What kind of winter sports issues have Mongolia nowadays? Mongolia has geographically favorable conditions for the strong development of winter sports, but due to the scarce of infrastructures and lack of awareness of winter sports among population, the situation of winter sports in Mongolia is inadequate. Due to the scarce of infrastructure in the summer season, elite athletes have no place to train and competition, they must go to other countries and spend a huge amount of expenses for practice in ice and snow. Lack of awareness among people leads to limited athletes willing to exercise winter sports and the populace do not see the usefulness of doing physical activity in winter. Morbidity in winter, especially among youth is much higher than in summer (Mongolian Statistical Information Service, 2020). Even though, Mongolia has been participating in Winter

Olympics since 1964, until now there are no achievements and limited success.

What Mongolia should do to organize effective and successful winter games? How to make sure that these sports games really influenced the solution of the main goals? Chappelet (2021) asserts in his studies that the legacy of sporting events can say about the successful organization of the event. Legacy is an integral part of all major sporting events, although different studies have different meanings for its interpretation. Currently, many mega sporting events and their organization owners pay special attention to the legacy. Organizers are more focused on creating a legacy before, during and most importantly after the sports events.

Legacy planning is a complex and hard work that spans a huge scale of areas. For a concrete understanding of what exactly awaits after the organization of a sporting event, the relevant authorities should study how to plan a legacy and what to do for their successful development in the future. The result is that countries bid to host megaevents without fully understanding the complexity of event legacy and without acknowledging

that not all legacies are positive, nor can they always be planned (Preuss, 2007).

This study believes that the legacy of the WUG 2033 will have a significant impact not only on the development of university sports or winter sports in general, but in the development of region itself. These legacies will help to increase international status and efficiency of Mongolia and creating conditions for the formation of motivation among young people for physical culture and sports activities, considering their needs and interests. To achieve those goals “Legacy should be proactively and strategically designed” (Kang, J.-H, 2017).

The main mission of hosting WUG 2033 this study considers that gain home advantage, to improve economic benefits and international standing, also to spread winter sports in Mongolia and encourage more people to winter sports, promote emotional communication and maintain health, and improve people's living conditions. In addition, expects that people will be more involved in winter sports, raise awareness of sports participation, and help popularize winter sports with active planning and

dissemination of legacy of WUG 2033.

By exploring and analysing academic articles and research materials, viewpoints of different stakeholders, this study found main expected outcomes from organizing WUG 2033 and what kind of legacy should be successfully developed.

1.2. Research Significance

The planning of major sporting events now requires serious consideration to be given to legacy. To further increase the impact of legacy on major events, it is especially important that the concept of legacy and its clear definition of the benefits of legacy - exist long before the event (Taylor & Edmondson, 2007). This research is significance for organizations and authorities in the bidding process of the WUG 2033. Three primary themes constitute a good bid to host the FISU World University Games is Legacy Vision and Sustainability. Analysis of the expected outcomes and what kind of legacies should be developed will help to relevant authorities with delivery of a legacy. Additionally, lack of studies has been done on the legacy of the WoUG or any university sports events in the past. The creation

of long-term legacies for the host country is an important indicator of the success of hosting sports event. Consequently, the legacy of WUG 2033 will be one of the key indicators of the organization's success, and this is what makes this study significant.

Studying the patterns of influence of the WoUG legacies and what legacies should be developed for the development of physical culture and sports movement now seems to be very relevant, since it allows to reveal the continuity of generations in this area, contributes to a deeper understanding of trends in the development of university sports.

1.3. Purpose of the Research

The purpose of this study is to explore expected outcomes by hosting Winter University Games 2033 in Mongolia and identify what should be done for the successful development of definite legacies.

1.4. Research Questions

RQ1. What outcomes are expected from organizing the Winter University Games 2033 in Mongolia by stakeholders' viewpoints?

RQ2. What kind of legacies should be developed for this event?

RQ3. What should be done for the successful development of legacies?

Chapter 2. Review of Literature

This chapter describes the research obtained from the study of academic articles. It starts with defining the concept of the legacy of a mega sports event, identifying types of legacies from hosting sports events and ends with understanding about World University Games itself.

2.1. Concept of Legacy

Until now, scientists and experts in the field of sports legacy have different views on definitions and conceptual legacy because of their diversity of legacy influences and their relationship with each other. Researchers have different definitions for defining legacy. “There is no single exact theory, model, or the law of legacy” (Holt & Ruta, 2015). In article (Cornelissen, Bob, & Swart, 2011), which explores the debate and methodology of researchers about studying the legacy of mega-events, and raises key questions about long-term legacy assessment, also highlights that there is no consensus in the legacy learning community about what the term legacy entails or how it should be defined.

Chappelet (2012) asserted that the concept of the legacy of mega events emerged in sports management in the 1990s, when issues about the

costs and benefits of organizing them were first came up from a social and environmental point of view. The legacy of a mega sporting event is all that remains and may be considered as consequences of the event in its environment (Chappelet, 2012).

One of the leading experts in sports legacy and historian Richard Cashman (2013) consider that promise of legacy is that something good, beneficial, and welcome will emerge from the undertaking, hosting, or staging of large-project or sports mega-event.

In other sources shows that the legacy is the result of impacts combined with other elements and influences. To disclose and define the legacy, it is necessary to clearly understand the nature and forms of ‘impact’ from a sporting event (Holt & Ruta, 2015). Impacts of legacy can inform decisions concerning during bidding process should be considered and how to better plan for leveraging positive long-term benefits from hosting sports events (Kassens-Noor & Bob, 2012).

In the scientific literature, the concept of “legacy” includes many detailed types and different values that are associated with a certain historical period and are passed down from generation to generation,

complemented by modern spiritual and physical objects that carry valuable information.

By examining research this study is accumulated that concept of legacy from hosting event is material and spiritual values created before, during and after sporting events that are significant contribute to the city or country. Legacy is a system that can have a significant impact on the host region.

In our time, it is not possible spend large sums of money without justifying your expenses, especially when it comes to public money. Therefore, debating the nature of legacy is healthy and legitimate (Holt & Ruta, 2015).

2.2. IOC concepts of legacy

The first word “legacy” was first used in Melbourne's bidding documents in 1956. Then the term “legacy” was noticed in the final report of the 1968 Olympic Games in Mexico relating with cultural legacy. The sporting event legacy has been a key concept for the bidding organizing committees of major sporting events since the late 1980s (Leopkey & Parent, 2012). “To leave a positive physical and spiritual legacy and an indelible

mark on Olympic history by staging the most memorable Olympic Games ever.” was stated in the 1996 Atlanta Olympic Organizing Committee mission in 1991 (Chappelet, 2012).

The concept of the Olympic legacy first emerged in the 1990 before the preparation for the Olympic Games in Atlanta in 1996, when a monograph titled “The Olympic Legacy: Building on What Was Achieved” was published, where the term “Olympic Legacy” was used (Georgia State University, 1997).

Holt and Ruta (2015) has noted that previously, researchers had some confusion about the concepts of “impact” and “legacy”. Because of this in 2002 the IOC organized a conference with topic “The Legacy of the Olympic Games, 1984-2000” for clarify continual confusion of “impact” and “legacy” and it was first major meeting regarding legacy. But even at this conference, it turned out to be problematic to pinpoint the legacy, because it recognize that there are several meanings of the concept, and the proofs of the reports highlighted the multifaceted use of other expressions and concepts that can mean different things in different languages and cultures.

The term “legacy” has different meanings for different people, languages, and cultures, and since legacy was introduced in the Olympic Charter in 2003, several definitions have coexisted within the Olympic Movement. The following definition of legacy is conceived as an alignment tool within the Olympic Movement: “The Olympic legacy is the product of a strategic vision. It encompasses all tangible and intangible long-term benefits initiated or accelerated by the hosting of the Olympic Games (sporting events for people, cities) territories and the Olympic Movement” (IOC Legacy Strategic Approach Moving Forward, 2017).

The IOC President Jacques Rogge in 2008 said that “Legacies are the lasting outcomes of our effort. Each hosting country creates unique sense of environmental, social and economic legacies that can change the community, a region, and a nation forever” in public speech.

Cashman and Horne (2013) asserted that legacy is an integral part of the Olympic process, and the IOC recommends bid cities to identify legacy strategies early in their bid campaign to maximize the benefits that are created from hosting the Games. In recent years, it has become mandatory for the city to formulate, at the bidding stage, both a vision of

how the city and host country will benefit from the Games and its operational plans for how the legacy will be realized and delivered. In many of Cashman (1998; 2005; 2013) literature sources identified legacy as important issue and significant part of the Olympic movement's sites and symbols and its ancient heritage.

Nowadays, the importance of legacy is specifically addressed in Rule 2.14 of the Olympic Charter and underlined by Recommendations 1, 2 and 4 of the Olympic Agenda 2020, the strategic map of the International Olympic Committee. Despite the work done by the IOC, the perception of the term “legacy of the Olympic Games” remains rather complex.

2.3. Type of legacies

Different studies show different types of legacies. Although there are many, this study explores generally recognized and widely used types of legacies.

Chappelet (2003) studies show that there have five type of legacies like tourism and economy, infrastructure, sport facilities, urban and natural environment, socio-cultural. But after nine years Chappelet (2012) proposed another 7 types: tangible or intangible, positive or negative, territorial or

personal, intentional or unintentional, global or local, short or long-term, sport or non-sport.

There are different approaches to defining the immediate type of legacy. Table 1 presents a comparative characteristic of the structure of the legacy between Legacy structure of IOC and leading legacy expert Richard Cashman (2003), from which it becomes obvious that the integral elements of the structure of the legacy are sports and the economy. It should be noted that in recent years, ecology, and compliance with “green standards” have been highlighted as one of the main elements of the legacy of sporting events.

Table 1

Comparative characteristic of the structure of the legacy

Legacy structure by Richard Cashman	Legacy structure by IOC
Economic	Sports
Infrastructure	Social
Information and education	Ecology
Public life, politics, and culture	Urban
Sports	Economy
Symbols, memory, and history	

The IOC identifies four objectives for the Legacy Strategic Approach:

1. introducing legacy through the life cycle of the Olympic Games;
2. documenting, analyzing and discussing the legacy of the Olympic Games;
3. encouraging the celebration of the Olympic legacy;
4. building strategic partnerships.

At the same time, Denis Oswald (2015) considers that legacy can be only hard or soft with tangible or intangible elements “legacy can be a soft legacy with intangible elements, such as image, reputation, know-how, pride, community inclusion, self-confidence and a change in mentality and habits. Hard legacy comprises concrete elements that are tangible, such as venues, housing, transport, infrastructure, airports and environmental reputation”.

Agreeing with Denis Oswald (2015), Holt and Ruta (2015) also shows that legacy can be divided only in two: “hard” or “soft”, “tangible” or “intangible”. The “hard” legacy is building for athletes as like stadium, sporting facilities, training centers and accommodation. But people, their skills, expectations, and attitudes all play a part in soft legacy, which is intangible. During sporting events, attracting tourists with a legacy of “soft”

or “intangible” is related to the hospitality and friendliness of its residents, as well as the “hard” legacy of good transport, hotel, and facilities.

2.3.1. Tangible and intangible

In any case of different definitions of legacy it can be tangible or intangible which is building any sports event. Tangible legacies, such as infrastructure development and increased tourist numbers, are easier to plan and give a certain number, but intangible effects such as social cohesion, the actual development of sports are more difficult to assess.

The intangible values of the legacy of the Olympics can be include: the development of mass sports and sports of the highest achievements, the formation of a positive image of the country in the international arena, the formation of a healthy lifestyle and the needs of the population in regular sports, cultural exchange between the participants of the sports forum, the development of the volunteer movement, environmental education; improving the quality of Olympic and vocational education (Denis Oswald, 2015). Social legacy as an intangible legacy in study Chappelet and Junod (2006) refers to the memories of local residents of a mega-event and can also include skills and experiences they have acquired through direct or

indirect participation.

In addition to the tangible legacy can be include infrastructure legacy. It includes various types of networks, from transportation to telecommunications, which are upgraded or developed for a mega-event and maintained after completion. These include new access routes by air, water, road, or rail. Also included are upgrades to basic services such as water, electricity, and wastewater treatment (Chappelet & Junod, 2006).

The main indicators characterizing the development of sports are the proportion of the population regularly engaged in physical culture and sports, as well as the number of sports facilities.

Chappelet (2003) noted that Winter Games organized since the 1960s left major legacies of infrastructure, transport, and sports facilities. The condition of good accommodation and transport links are central to a successful tourist legacy. It is easy to talk about the tourism benefits of hosting major sporting events, but more difficult to define is the long-term tourism intangible legacy.

2.3.2. Positive and negative

The legacy can be not only positive, but also negative. Chappelet

(2012) analysis that many perceive legacy with a positive impact, but the term can also refer to the negative effects of mega-events. For example, on one hand positive legacy aspects such as sports infrastructure, urban recovery, increased tourism, business opportunities, a renewed community spirit, an improved destination image and volunteer training, on other hand negative legacies such as local and national debts, unused infrastructure, overcrowding and intensive use of local resources and housing problems can be identified despite the two different aspects of legacy (Leopkey & Parent, 2012).

Study Chappelet (2012) emphasizes that exactly same situation can leave a positive or negative legacy for three perspectives of different stakeholders as the perspective of the local population, the perspective of the city regime, that is, the political and economic leaders of the host region and the owner of the event. The author gives the following example, taxpayers have paid off a huge deficit from the 1976 Montreal Games for over thirty years. This situation from point of view Montreal residents, the financial legacy from Games has been negative. But on the part of the local management of the city, this allowed to revive and restore the eastern part of

the city, which means it was a positive. This means that one action can lead to different legacies and can be both positive and negative for different stakeholders.

Recent research has begun to give a lot of influence on the negative economic legacy. The economic legacy includes an increase in the number of tourists in the host city. Also included are other types of investment in the host city, changes in the number of permanent jobs created and changes in the unemployment rate in the host city. Culture legacies have always been an integral part of the Olympic Games. Indeed, the founding principles of Olympism encompass education, respect for ethical principles, human dignity, mutual understanding, a spirit of friendship, solidarity, and fair play, rejecting all forms of racial, religious, political and gender discrimination.

2.3.3. Territorial and personal

The territorial legacy can be left on the territory where the sporting event is organized, and the personal legacy can be attributed to people who worked, trained, and could attached themselves with this mega-event (Chappelet, 2012).

As previously mentioned above, nurturing and maintaining the

broad range of human skills successfully host a major sporting event is a key aspect of personal legacy that is often overlooked (Beatrice, 2015). Beatrice (2015) study shows that key sets of strategic planning, organizational ability, and leadership skills are essential and create a valuable resource for the city or host country. This proves that personal legacy is as important as the development of territorial legacy too.

The “human capital” legacies also can consider part of personal legacy of skill and expertise, which range from basic forms of training provided for volunteers to highly specialized management skills as analyzed by Ruta and Beatrice (2015). Now volunteers are become an essential component of any major event. Such a legacy should be a long-term advantage for the city or state. The active participation of the local population was an important goal, and the volunteer program is a priority and has a noticeable success. The Olympic Games can also lead to the creation of a new culture of volunteering. The active participation of volunteers in the life of the city is of particular importance, as it can positively affect some aspects of social life, for example, change the perception of residents about the disabled and disadvantaged members of

the community.

In addition, to personal legacy can be attributed medals, souvenirs, t-shirt and other material things which will be belong to person. By following highlight personal legacy can be related with cultural legacy as like the cultural program of the Olympic Games includes opening and closing ceremonies, medal ceremonies and a cultural Olympiad. The program provides visitors with the opportunity to get to know the host city's culture, customs, and history. This allows residents to showcase their region's culture to the world, which in turn enhances a sense of national pride and community.

2.3.4. Intentional and unintentional

The planning of legacies of mega events becomes intentional legacy for organizing committee. Nowadays, creating detailed plan of legacies is crucial component of major sporting event in bidding process. Even candidate city of Olympics can have several types of legacies before event.

Certainly, the organizing committee of megaevent plans with a 'top-down' approach for a positive, long-term, and sustainable legacy, but planning everything perfectly and precisely is not possible, along with this

there will be unplanned or unintentional legacies as well as legacies that were not expected. In Chappelet (2012) studies mentioned that unplanned legacies can be say with ‘bottom-up’ approach. An example of unintentional legacy is the following: hosting the 2018 Pyeongchang Winter Games helped significantly improve the transportation infrastructure of Gangwon province between Seoul. Now people using KTX express train can travel from Seoul to Gangwon province only in two hours. And since there are many beaches between them, this transport legacy has led to a huge increase in surfing and the number of people surfing has increased (Kim & Kwon, 2020). It was an unintentional legacy for host region.

2.3.5. Global and local

The legacy of a one mega sports event organized in one place can impact locally, regionally, nationally or globally. As Chappelet (2012) shows in his study it can divide in global and local. The author gives the following example for the concept of regional and global legacy: 1992 Albertville Winter Games volunteers establish an association to promote tourism in the Savoie region and even after ten years in the activities of the association, they wore the same uniform with the Olympic logo, as their personal,

tangible legacy and intangible and regional legacy.

One of the global stories of the 2018 Pyeongchang Winter Games was the participation of North Korea, the two Koreas marching in the same uniform, under the joint flag. Both country's joint women's ice hockey team's training and competition charmed audiences all around the world. Of course, it is difficult for one sporting event to have a significant impact on the political disagreements between the two countries, but this Games legacy has left fans of global legacy.

2.3.6. Short and long-term

A given legacy is associated with a period of time as a legacy occurs, for example a legacy can have an impact in one or two years after a mega-event or a long-term legacy one or two decades after an event. Naturally, the short-term organizing committee tries to plan and delivery a long-term legacy.

Six years after the London 2012 Olympic Games, Queen Elizabeth Olympic Park has opened its doors to anyone who wants to see that Olympic impacts in this park today. The park is currently open and many people were able to visit the park, see places and events of impacts and

effects from Olympic Games. A large number of people enjoy sports activities in the park as well as local activities.

The legacy must be preserved for a significant period after the event and have long-term consequences. Legacies can be assessed for at least 20 years after event (Cornelissen et al., 2011).

2.3.7. Sport and non-sport

A sport legacy is a legacy that is directly related to sport, such as a facility built specifically for an event, a hosting region sporting policy related with event or sport participation. And non-sport legacy is legacy is unrelated to sports, for example, improving the condition of the road, the appearance of cities, public transportation condition (Chappelet, 2012).

This study believes that to non-sport legacy can be allocate education as an integral to Olympism, and the Games provide an ideal platform for teaching the Olympic values of excellence, friendship, and respect.

Sporting legacy also can include sports facilities built or renovated for an event and which will serve a sporting purpose after the end of the event. These sports facilities often become “symbolic symbols” for the host

region and demonstrate its connection with sports. This legacy can play a significant role in changing local sports culture as the new facility can increase people's participation in sports, new and different sports can be introduced in the area, and other events can be organized (Chappelet & Junod, 2006).

2.4. Development of legacy

After planning legacies from a mega event, the organizer-region should focus on which legacy is to be developed. Planning legacy is more efficient when combined with a pre-existing strategy and plan of successful development of legacies.

Legacy works best when it is ‘designed into’ from the start for a bidding process and when that design is part of a broader vision and project in which stakeholders are national and local politicians, sports organizations and opinion-makers and the public - have all taken over (Holt & Ruta, 2015).

Additionally, Kang (2017) presented in Olympic games Pyeongchang Legacy Symposium that legacy should develop strategically. Host region first should “develop a legacy portfolio” second “define each specific legacy” later “determine objectives of each legacy, develop how to

measure legacies, develop actions plans to achieve objectives” and last “develop an evaluation plan” (Kang, 2017).

Holt and Ruta (2015) studies support Kang (2017) viewpoints considering that a city is a company that sets strategic goals and creates unique key performance indicators for a unique project by analyzing the different stages of impact on the city. As a sporting event and a city, they both have distinctive characteristics that create a unique combination with a distinct developed legacy. Following this approach, the same sporting event can have different impacts depending on local factors. Small and unspoiled cities can benefit more from sporting events than large urban centers and areas that rely on natural beauty, when impacts are designed and tailored and with good leadership being the most critical element in leaving a positive legacy.

The legacy indicators, more focusing on socio-economic impacts, are often used to control and monitor the actions of the event organizer. This assumes a comparative approach, in which the same indicators are compared across cities and events. The perspective of alternatives suggests linking the characteristics of an event with the resources of the city,

identifying unique strategies in planning an event and its legacy. The focus here is not only on socio-economic impacts, but also on the ability of stakeholders to create value (Holt & Ruta, 2015).

Legacy plans need to be aligned with long-term city and regional goals, and this requires appropriate governance structures to ensure strong engagement of the country's stakeholders. There is a good chance that a positive legacy can be realized if it is planned early (Kassens-Noor & Bob, 2012).

Assessment of inherited impacts can influence decision-making during the entry period for large-scale sporting events and better plan for positive long-term benefits from sporting events. Assessing and developing legacies can help with information management and preparing future activities to maximize positive outcomes while minimizing negative consequences (Kassens-Noor & Bob, 2012).

All types of legacy include different components. For example, in infrastructure planning legacy central is transport legacy as Kassens-Noor (2015) examined. Developing transport legacy can make potential changes of transport infrastructure is typically the largest expense at a major sporting

event and should bring the greatest benefits to citizens and future visitors. Without a sporting event in the city, the modernization of the transport system may not take place.

Holt and Ruta (2015) study show that governing bodies or governments rarely know what will or will not leave a lasting legacy, and it was only in recent major events that legacy planning began. As adopted, the decision to bid is based on broader ideological and geopolitical considerations.

London 2012 stated that their legacy planning for the London Olympic and Paralympic Games was more intense than any other host city. This legacy planning and developing preparation helped to include the development of an action plan that spurred the potential long-term benefits associated with hosting, including impacting sports across the country, transforming, and revitalizing East London, inspiring the younger generation, developing green facilities, and enhancing the local community's image. This is a testament to the antiquated planning of post-event legacy to strategic planning from the bidding phase, that legacy is not something that should only accumulate after the sport event, but from the initial bid to the

planning and implementation of the event (Leopkey & Parent, 2012).

However, in addition to holding events at the stage of preparation and holding of a large-scale sporting event, the further use of tangible legacy sites is of utmost importance. The priority is to prevent the downtime of sports complexes, their rational use is required to increase the tourist flow to ensure the loading of infrastructure facilities and hotel facilities.

With proper planning, a major sporting event can serve not only as a stimulus for the development of infrastructure, but also acts as a catalyst for the development of the socio-economic sphere, helps to attract missing funding for infrastructure projects (Chappelet, 2012).

Kang (2017) making recommendations in his speech during Olympic games Pyeongchang Legacy Symposium, noted that the government of organizing country should plan legacy development, create good governance between central government, local government, and private entities. Furthermore, develop “proactive, strategic, focused and integrated legacy plan” and construct “effective and efficient implementation structure”.

Cities and countries should cooperate on legacy issues, not compete

in this process, although this is difficult in the current competitive atmosphere in the tenders previously developed by the international federation (Kamila & Bob, 2015).

2.5. The establishment of the World University Games

The history of university physical education and sports in the world goes back to early years, when the first specialized schools and universities were created, which organized sports competitions among students at the university level. For example, between the largest universities of United Kingdom, University of Oxford and University of Cambridge the famous boat race named Henley Regatta competition has been held for over 180 years (Vendien, 1974).

Authors consider that, by the end of the 19th century, the university sports movement had become more active in many countries around the world, universities start to host a variety of sports activities, festivals, and competitions (Lubimov, 2019; Jargalsaikhan, 2014; 2020). The first international university sports competitions were held in the United States, the United Kingdom, and Switzerland. First university sports federation was formed in the United States in 1905, and five years later the National

Collegiate Athletic Association was formed and nowadays it is the one of the strongest sports federations in the United States (Vendien, 1974).

After the University Sports Association was established in Poland in 1909, also in Hungary, Germany, Sweden, and Norway was formed same sports associations, and started dynamic activities at the national and international level. First international university games (International Student Games) were held in 1910 in Rome, Italy (Kolmakov, 2021).

This international student games have led to the need to create an international university federation, uniting the vision and mission of all university organizations in the world (Weiss, 2010).

Thus, International Confederation of Students was founded in 1919 in Strasbourg, France. Under the International Confederation of Students, a new structural committee named “Sports Committee” was created and 98 years ago, in 1923, the first “International Universities Championship” in athletics and fencing sports event was held in Paris, France. In connection with the beginning of the first International Universities Championship on May 3, 1923, also was held an international academic sports conference (Jargalsaikhan, 2014).

Currently, the main coordinating body of international university sports cooperation is FISU, which has been established by higher education institutions, who are associate members of their national university sports organizations, with the aim of developing and encouraging the practice competitive motor activity of students in addition to their university academic pursuits. FISU has 174 member associations from five continents. In its international activities, FISU sets goals that are related to the need to form a harmonious student community, thereby contributing to the achievement of harmony between academic knowledge and high-performance in physical education and sports activities.

2.5.1. Summer University Games

The Summer Student World Championships in athletics events were first held in 1924 in Warsaw, Poland until 1939 in various cities. However, the first Winter Student World Championship was held in 1928 in Cortina d'Ampezzo, Italy in three disciplines: speed skating, figure skating and cross country (Weiss, 2010). The Student Summer World Championship has been held since 1930 as the International Student Sports Games. The Games included athletics, swimming, race boating, fencing, basketball, football,

and tennis, and the number of participating countries grew (Jargalsaikhan, 2014).

After World War II, a new organization named the International Students Union, was established in 1945 in Prague, Czechoslovakia which is replaced the International Confederation of Students. The Physical Education and Sports Department was established within this Union. And this Union's sports department in 1947 organized the 9th World University Games were held in Paris, France, with 800 participants from 17 countries (Weiss, 2010).

Solovev (2019) looks that after these Games, due to political reasons, the countries of Western Europe countries (Belgium, Holland, Luxembourg, Switzerland, Monaco) announced about not participation in sports competitions organized under the auspices of International Students Union and in 1948 create current International University Sports Federation (FISU). And from 1949 to 1957, the two organizations held several separate sporting events, but in 1957, realizing the importance of joint and unified activities announced about unity.

Therefore, the first Universiade was jointly organized by the

International Students Union and the FISU in 1959 in Turin, Italy, and became known as the World University Sports Games (Summer Universiade). During the games, many countries announced the official acceptance of FISU as a united organization in the development of university sports around the world and have requested an application for membership in the Federation (Kolmakov, 2021).

The agreement reached in France in 1957 was a major impetus for this joint initiative and made an important contribution to the international university sports movement (Jargalsaikhan, 2014).

After the successful organization of the Summer Universiade the first Winter Universiade was held in 1960 in Chamonix, France (Lubimov, 2019).

From 1961 to 1980 there were difficult years for the continuous organization of the university sports events. Some countries refused to hold due to unstable political and financial issues, there were also boycotts of political view, and the participating countries were mainly from European countries. But the FISU tried to hold competitions continuously, and during the years when the Universiade was not organized, there was held the world

university championships in summer and winter sports (Zhao & Liu, 2016).

From 1959 to 2019, the World University Summer and Winter Games hosted a total of 61 times. The Games is held every two years (odd-numbered year) in winter and summer in different cities and is a worldwide sports festival for students and youth, which expresses the unity, mutual understanding, and willingness to work together from all countries of five continents (Zhao & Liu, 2016).

Oleg Matytsin, President of FISU said that “The World University Games is a multi-sport competition, known in the history of world sports as the “Little Olympics” games. The World University Games is considered to be the second largest sporting event in the world after the Olympic Games (Lubimov, 2019).

The World University Games has an educational side in the sports competitions, where university student athletes show high athletic achievements while continuing their studies (Nickolaevna, 2019). Only students aged 17-25 are eligible to participate in the games. To participate, the student-athlete must be of the nationality of the country represented and a full-time student at universities and colleges.

To host the Games, it is required to go through a bidding process, an athlete village is being built specifically for the Games, the opening and closing ceremonies should be held in accordance with FISU procedures. The World University Games is significant in that it paves the way for young talents in sports to compete in the Olympics and World Championships, and in the beginning of their future glory (ŞİMŞEK, 2011).

2.5.2. Winter University Games

The Winter University Games were held 29 times between 1960 and 2019: 24 times in Europe, four times in Asia and once in America. The winter edition competition consists of 9 compulsory sports: alpine skiing, cross-country skiing, freestyle and freeski, short track speed skating, curling, figure skating, ice hockey, biathlon and snowboard. Organizing committee may include up to three optional sports in the competition.

The highlights of the Winter University Games are as follows: biggest international winter multi-sport event for student-athletes, totally organized 11 days, almost 2,600 participants from more than 50 countries, more than 2000 volunteers involved annually, reaches over 300 million audience, and is broadcast in 100 countries around the world (FISU statistic

book, 2019).

2.6. Similarities and differences between Olympic Games and World University Games

The Olympic Games are the most authoritative and highest level international sporting events in world. And to understand the significance of the World University Games is right to consider the similarities (see Table 1) and distinctive (see Table 2) features of the Olympic Games and the World University Games.

The Olympic Games and the World University Games are two of the largest multisport competitions that symbolize the concepts of “fair play” and “true sport spirit” (ŞİMŞEK, 2011). The World University Games is an analogue of the Olympics at the university level. In terms of the number of participating countries and the number of athletes, the World University Games is comparable to the Olympic. For example, in 2003, the Daegu Summer Universiade was a record 174 countries competing, in Kazan Summer Universiade make a record with 11 759 participants (Lemus-Delgado, 2020). The Olympic Games and the World University Games are inextricably linked. We can say that the World University Games serve as a

recruitment of athletes for the Olympics, because more than 60% of the participants in the WUG continue to participate in the Olympic Games (Jargalsaikhan, 2020).

The Olympic Games are competitions of the highest sports level where the success of professional athletes is shown, and the university games shows the skills and achievements of student athletes from all over the world, most of whom are amateur athletes. In the Olympics, the most important task is to win and therefore different ways are used to win, like doping, but in the university games the competition is fair, the atmosphere is friendly, because the main principle is participation.

Table 2

Similarities of Olympic games and World University Games

Similarities	Olympic games	World University Games
Number of participants	More than 12 000 participants from 200 countries	11 500 participants from 170 countries
Athlete Village	The Olympic Village is specially built and the athletes live together	Also built specific athlete village where all athletes and representatives of delegations from different countries live, as well as volunteers. In village have everything for the comfort and convenience of athletes.
Games official name, logo and mascot	Every Olympic Games have official name, logo, and mascot	Summer and Winter university games have a logo, motto, mascot, anthem, flag, and emblem. The letter "U" is an integral part of the logos of

Protocols of opening and closing ceremony	Have special protocol for organization of opening and closing ceremony	all World University Games. Opening and closing ceremony protocol almost same with Olympic games
Periodicity of Games	Multi-sport competition which organized exact time	Multi-sport competition which is organized every 2 years in odd years

Table 3

Differences between Olympic Games and World University Games

Differences	World University Games	Olympic Games
History	1959	1896
Frequency	Once in 2 years	Once in 4 years
Age limit	17-25 age	No age limit
Athletes	Only students 17-25 years old can take part who study in a full-time	Athletes of any age can participate
Sport events	Summer – 15 Winter – 9 Optional sport 3-10	Summer – 33 Winter – 15 Do not have optional or demonstration sports
Total competition day	10-12 days	16-18 days
Selection for participation	Without qualification	Qualification needed
Finance	Expense not high	Cost and expenses extremely high
Sponsors	Few sponsors and not permanent	Sponsors are global and richest companies
Principles of participation	Participation is the main principle of all types of University Games	The best athletes have the right to participate
Anthem	During the award ceremony playing only FISU anthem	National anthem of winner country athlete

University sports create an environment for students where they

strive for excellence at the academic and athletic level, these students are given the opportunity to interact socially and competitively (Weiss, 2010).

The Universiade gives countries not only the development of sports and various legacies, for example Lemus-Delgado (2020) asserted that Taiwan used the Summer World University Games in 2017 as a tool to strengthen Taiwan's identity, the Games, and its opening ceremony, contributed to the idea of Taiwan's national identity as something substantial and independent.

2.7. Legacies of World University Games

The legacy of the Winter Olympic Games was first presented by Chappelet, J. L. It explores the Winter Games' legacy from several viewpoints adopted at the conferences, in order of perceived relevance to the Winter Olympics such as tourism and economy, infrastructure, sports facilities, urbanism and environment, socio-cultural and communication legacies (Chappelet, 2003).

The World University Games is the main university sport event in the world. Nowadays, to be selected to host the WUG is becoming very honourable. It has long ceased to be just a sporting event. The WUG is a

colossal stimulus for the development of the country in which it takes place, bringing long-term positive social and economic changes, setting new standards of life, popularizing physical culture and sports among youth. All this richest tangible and intangible legacies remain in the country for many years; therefore, countries are fighting for the right to host the WUG, and if they receive such a right, they declare it a project of national pride and importance.

Legacy of the World University Games (Universiade) and university sports movement is inextricably linked with the development of university sports and mass physical culture at the present stage through disclosing the content, methods and means of implementing student and youth physical culture movement.

Based on the understanding of the sports legacy as a complex of historical established values and impacts acquired as a result of the sports events, the expected legacies of WUG 2033 in general can be divided into tangible and intangible legacies as shown in Table 4. In accordance with the presented structure to tangible legacies can be include: sports facilities, urban and transport infrastructure, winter industry facilities, new athlete

village. To the intangible legacies can be include: the development of university sports, the formation a positive image of the country in the international arena, the formation of a healthy lifestyle and the needs of the population for winter sports; cultural exchange between the participants of the competition, the development of the volunteer movement.

Table 4

Expected legacies from hosting WUG 2033

Expected of legacies	Areas
Tangible	Winter sports facilities, big arena, training center, road
Intangible	Social cohesion, reputation, know-how
Positive	Sports infrastructure, increased tourism, business opportunities, renewed community spirit, opportunity of new investments to Mongolia through sports
Negative	International and national debts, overcrowding, intensive use of local financial resources
Territorial	Notoriety, pride and image of country
Personal	New job, human capital skills and experience, working with international experts on hosting mega events knowledges and skills of sports administrators and specialist, self-confidence, voluntarism, athletes' achievements, and skills increase
Global	Reputation of country in international sports arena, Mongolia will contribute to international university sports movement, introduce Mongolian young people to the world, culture exchange among youth,

Local	More close cooperation between Government and sports organizations, opportunity to support local companies and organizations through supply, update on sports policy
Short term	Only certain periods mostly during the Games
Long term	Based on proper long term strategic plans, responsible body and good leader, cooperation with FISU have opportunity to keep legacy on long period of time and sustainable

Hosting of WUG 2033 will serve as an incentive economic development of the Mongolia associated with increased investment in the winter tourism industry and employment of the population, for modernization existing infrastructure through the development and implementation of innovative sports technologies for physical culture and sports, creating conditions for the implementation of cultural exchange through the development of student volunteerism.

In FISU bidding process there are three primary themes constitute a good bid to host the FISU World University Games is *Legacy, Vision and Sustainability*. The participating countries must have an accurate and clear vision of the WUG and based on this, properly prepare their plan and strategies for the successful development of the legacy and their

sustainability.

Nowadays, with the rapid processes of globalization, competition for world leadership in the educational services market has increased. Kolmakov (2021) has noted that European and Asian educational institutions realized that the development of university sports would enhance the competitiveness and reputation of the university. And his survey among students gives us conclusion that Winter University Games Krasnoyarsk 2019 helps to attract students to participate in the mega-event and the development of university sports in general (Kolmakov, 2021).

Chapter 3. Method

This research used the qualitative method of analysis. Data obtained from various stakeholders with specific sporting experience and knowledge of running sporting events. From participants this study conducted in-depth interview strategy with semi-structured data collection approach. Data analysis was done with thematic data analysis.

3.1. Research Method

A feature of qualitative analysis from other types of analysis is obtaining in-depth explanations of problems, perception of exploratory goals and getting answers to questions “What?” and “How?”. A positive side of qualitative analysis is a deep understanding of the issue, an individual attitude towards participants, it is easier to control getting into the target audience and working with non-standard and narrow audiences (Marshall & Rossman, 2014). On the other side, the negative side of qualitative analysis than quantitative analysis is more subjective and difficult to predict.

According to the research purpose and questions is more appropriate to use qualitative analysis because similar papers in this area are

done with this method and the research questions require individual experience and knowledge in the field of organizing sports events and a deep understanding of the concept of physical culture and sports Mongolia. Smith and Caddick (2012) analyses qualitative interviews are an effective method for researcher to describe experiences in rich and detailed ways and give your point of view and interpretation of this experience.

3.1.1. Data collection approach

This study used one-to-one semi-structured interviews with seven participants, most of them in leadership positions in physical culture and sports in Mongolia. The participants selected based on their possession of knowledge about the current state of sports in Mongolia, about university sports, understanding of the methods of developing of sports in the country through sports events and a critical eye. Used a pre-planned interview guide to ask the participant specific open-ended questions as part of the research question. Semi-structured approach was chosen because this more effective to collect qualitative and open-ended data. In addition, useful for deep explore participants opinion, beliefs and feelings about this study area.

Due to the current global pandemic Covid-19 situation and the

geographic gap with participants, an online interview was conducted through the Zoom meeting application. The interview was recorded with audio and video capture, one participant at a time in Mongolian language.

The participants are a particularly useful resource for understanding experiences and meaning through the conversation. Through interviews, new and rich knowledge about legacy will be learned, which helps to learn about the experience and meanings of participants, interviews can give a detailed and comprehensive view of decisions, values, beliefs, perceptions of interviewee (Smith & Caddick, 2012).

3.1.2. Research strategy

In-depth strategy interviews adopted for this study. These interviews allow information to be collected on the overall context as well as the process. This strategy was chosen because, the views and opinions of the participants on the legacy by hosting WUG 2033 in Mongolia should unfold the way he or she sees it, and not how this study sees it and detailed information for further discussion expected.

With the help of in-depth interviews, it becomes possible for the interviewer to establish a more trusting relationship with respondent, thanks

to which the prospect of obtaining unique information appears, which is almost impossible to obtain using other methods.

It is more reasonable to use this tool of qualitative analysis when the purpose of the research is to reveal and describe the participants' points of view on specific events (Marshall & Rossman, 2014).

Given some limitations of this analysis strategy, during an in-depth interview, the researcher should be as attentive and tactful as possible: it should be conducive to a confidential conversation, arouse respect and trust in the interlocutor, and set up for natural behavior. Interviewer also should not be overly self-confident or express personal judgments towards the respondent, because all this can affect the quality of the information received.

The quality of the information obtained during in-depth interviews is much higher because the answers are not influenced in any way by the opinions or statements of other people. The participants can express they opinions and thoughts without influence (Marshall & Rossman, 2014).

3.1.3. Data Analysis

This study used thematic data analysis of qualitative method to

identify common themes, ideas and semantic patterns of data that were obtained through interviews. To analyze the data, the following six steps of analysis were carried out:

1. Familiarization (transcription of data, reading text and make notes, re-reading in general)
2. Coding (doing memos with main idea of each section, highlighting in different colors different and same ideas, coding of each idea and expressing first in raw data, doing preliminary and high data)
3. Generating themes and sub-themes (lookup to all created coding and find same and different codes, the same coding combine to one theme, find special and unique idea from data)
4. Reviewing themes (check that theme is accurate for data representations, return to data and compare with themes and sub-themes)
5. Defining and naming themes (define and naming each theme and sub-themes, make sure that each theme and sub-themes name describe data correctly)
6. Writing for presenting the study (translate quotation into English,

write findings and describe themes and sub-themes).

All data analysis was done in Mongolian, only the main quotation was translated into English.

3.2. Sampling

Qualitative research is an unstructured, exploratory research method based on small samples that provide insights and understanding of the problem setting (Malhotra & Dash, 2016).

This study used purposive sampling of qualitative research. This sampling was chosen to obtain the most useful data to achieve the objectives of this study. Furthermore, because this study is intended to obtain detailed information about a specific phenomenon, and not to draw statistical conclusions.

Furthermore, for the most extensive study this study had following participants. The brief details of participants are outlined in Table 5.

Table 5

List of participants

Participants	Age	Sex	Interview Details
Participant 1	56	M	25 September 2021
Participant 2	65	M	29 September 2021
Participant 3	59	M	01 October 2021
Participant 4	54	F	26 September 2021

Participant 5	36	M	28 September 2021
Participant 6	31	F	27 September 2021
Participant 7	32	F	27 October 2021

The age of participants was from 31 to 65 and gender distribution was 4 male and 3 female. Participants were selected based on their experience of taking part in Winter University Games (Universiade), knowledge in the field of organizing sports events and a deep understanding of the concept of physical culture and sports Mongolia.

3.3. Interview Guide

The interview questions were created based on the study of academic articles with a similar research objective and followed by a semi-structured interviews question. The interview had certain main questions, additional and backup questions that helped answer three research questions of this study.

At the beginning of the interview, personalized questions were asked containing general data and information of the professional character such as position, sport work experience, etc., because this information was used to contextually characterize the answers of the participants.

Prior to the designated interview day, the main topics of the

interview questions were briefed to the participants for a more thoughtful response and ideas. It was also reported that there may be additional questions for a more detailed answer. At the beginning of the interview, it was informed that all opinions and thoughts of the answers will be used only for the academic purposes of this research.

3.4. Trustworthiness of data

The process of qualitative research, from the research question to the interpretation of the data obtained, depends to some extent on subjective assessments and judgments in order to make the research more consistent and persuasive.

To increase the validity of the findings of a qualitative study, it is advisable to use a peer debriefing method to ensure that valid information was collected. This method supported this study to test the research process from an external perspective, look at issues from different angles, be critical, and identify biases and assumptions made by the researcher. In addition, it helped the research to better understand the methods, meanings and interpretation of the confusing part of the questions.

Additionally, member check method was used during and after the

interview. During the interview, questionable answers were re-asked. After the interview to confirm that all the data was presented and expressed correctly, transcription of the interview was reviewed by participants. The member check process helped this study to validate the participants' statements and complement ideas from previous interview.

3.5. Ethics

Malhotra and Dash (2016) asserted that qualitative research prioritizes ethical issues of concern to respondents. These questions include the disclosure of the purpose of the study, the process of videotaping, ensuring the comfort level of the respondents, and the misuse of qualitative research results. Before the interview, the main purpose of interview was informed, and it was also announced that the conversation would be recorded online. Moreover, it was noted that all words and ideas of the participants will be used exclusively for academic purposes in this study.

The success of the interview depends on how well he or she anticipated and practiced their role in ethical matters (Marshall & Rossman, 2014).

Chapter 4. Findings

This chapter presents the findings of this study using thematic data analysis. The aim of this research was to answer three research questions. Based on interviews with seven participants, the answers to the research questions posed were summarized into concrete findings.

4.1. Overview

Based on thematic analysis the coding of the main ideas of the participants' responses and the following themes and sub-themes are identified in Table 6.

Table 6

Coding of themes and subthemes

Research question	Themes	Sub-Themes
What outcomes are expected from organizing the Winter University Games 2033 in Mongolia by stakeholders' viewpoints?	Infrastructure	Winter sports facilities, athlete village, training center, winter resorts, road construction
	Economics	Media, winter tourism, sponsors, investments
	Experience	Experience of hosting mega sports events, HR development, volunteers
	Sports development	Winter sports athletes' success, achievement, participation in winter sports
	Social awareness	Pride of country, citizen's viewpoint changes, friendship among student

What kind of legacies should be developed for this event?	Tangible	athletes, corporation development, peace development, winter sports awareness among population Infrastructure Winter tourism
	Intangible	Intellectual (HR experience and skills, training of volunteers Sporting (winter sports development, participation, awareness)
What should be done for the successful development of these legacies?	Strategic plan Finance and budgeting Cooperation between government and sports federations	

For conducting research, great attention should be paid to the collection of relevant and correct data from carefully selected participants (Smith & Caddick, 2012), therefore, the general characteristics of the participants are presented below in Table 7. From Table 7, clearly shown that most of the participants have a scientific degree in the field of physical culture and sport, hold a leading or management position in the organizations, and have many years of experience in the development of sports and physical education in Mongolia.

Table 7*Participants' characteristics*

Participant's coding	Job position	Science degree	Experience in sports	Representatives
P1	FISU CIC Vice Chair, AUSF Vice President	PhD in Physical Education	30 years	FISU AUSF
P2	Executive Director of MSSF	Master's degree in Physical education	37 years	Mongolian Students Sports Federation OC of
P3	Associate professor at Kazakh National University	PhD in Philosophy	11 years	Winter Universiade Almaty 2015
P4	Secretary General of Mongolian Ski Federation	Master's degree in Physical education	17 years	Winter sports NOC
P5	NOC Mongolia Acting President	PhD in Physical Education	40 years	NOC
P6	President of Mongolian Olympic academy, General Secretary of Mongolian Athletic Federation	PhD in Public Physical Education and Sports	36 years	NOC Academy
P7	Specialist of the Physical culture and sports authority	Master's degree in Sport Management	5 years	State authority

The following Table 8 shows the data coding analysis and frequency of responses from participants interviews. Additionally, which allows to determine how the data has been sorted by specific themes.

Table 8*Frequency of participants responses*

Themes	Participants						
	P1	P2	P3	P4	P5	P6	P7
RQ1. What outcomes are expected from organizing the Winter University Games 2033 in Mongolia by stakeholders' viewpoints?							
Infrastructure	x	x	x	x	x	x	x
Economics	x		x	x			
Experience	x	x	x		x	x	x
Sports development	x	x		x	x		x
Social awareness	x			x	x	x	x
RQ2. What kind of legacies should be developed for this event?							
Tangible legacies	x	x	x	x	x	x	x
Intangible legacies		x		x	x	x	
RQ3. What should be done for the successful development of these legacies?							
Strategics plan	x	x			x	x	x
Finance and budgeting		x				x	
Cooperation between government and sports federations				x		x	

4.2. Outcomes from organizing the Winter University Games 2033

From different stakeholders' viewpoints there were five main outcomes identified from organizing the Winter University Games 2033 in Mongolia. It includes infrastructure, experience, economics, sports development, and social awareness. Every participant distinguished that the infrastructure is the main expected outcome from the organization. Winter sports facilities were mentioned by each participant and athlete village, training centers, winter resorts, road construction allude to one of the important infrastructure outcomes. In economic outcome, which highlighted the possibility for Mongolia to have certain incomes from media, winter tourism, sponsors and investments.

Experience of hosting this kind of mega sports events will aid in the improvement of human resource skills and knowledges, especially volunteers' development was second most mentioned outcome from participants' viewpoints. In the sport development theme, which highlighted the winter sports athletes' success, achievement and healthy lifestyle. Pride of country, citizen's viewpoint changes, friendship among student athletes, corporation and peace development and winter sports awareness among population were generalized by the author in social awareness theme.

4.2.1. Infrastructure

As mentioned earlier in this study, Mongolia has all the geographical favorable conditions for the successful development of winter sports, nevertheless due to lack of infrastructure such as indoor winter arenas and training grounds, these are the most essential reasons of Mongolia, for lagging behind other countries. Every participant distinguished that infrastructure is the most important outcome from the organizing of WUG 2033.

Mongolia as a country of snow and ice will have international standard winter sports facilities, winter training fields and equipment. WUG 2033 will accelerate the development of the infrastructure increasing also development of Ulaanbaatar city itself. This is the primary reason for the organization this kind of big event (Participant 1).

Most participants asserted that the infrastructure will be the beginning of the development of winter sports, but not only winter sports, but also public sports.

Due to the construction of new buildings specializing in winter sports, winter sports will develop at an advanced level and the number of winter sports athletes will increase. New buildings and infrastructure will change the face of the city. In

the future, we will have the capacity and ability to host winter Asian major sports competitions. (Participant 2).

One of the research participants was working in the organization of the Winter Universiade Almaty 2017 in Kazakhstan. Participant experience showed that the biggest significant impact from organizing this event was infrastructure, specifically the new big winter sports arenas, road construction and athlete village.

We have built new two big sport ice arenas. We didn't have before. We only have a medium skating ring, but it was an open space. We didn't have an indoor ice-skating rink. Nowadays we are using it for the training of athletes. Before athletes were going to another country for training. Administration of those two sports facilities made that after 6:00PM local people can use arena and skate there. For Games were a lot of new roads constructed. Now we are enjoying by new roads without traffics in that area. We built a new athlete village and according to the decision of our Government after the Universiade Games, it was given for free to the social disability lower class. They were really satisfied and happy with that. It was the biggest legacy from Almaty city to the citizens. (Participant 3).

From this experience, it can be argued that infrastructure has played a significantly greater role in the social life of the population in Kazakhstan.

4.2.2. Experience

Experience were second most mentioned outcomes from participants' viewpoints. The most common stated response was that winter sports specialists, international judges and referees, organizers and human resources in different fields will be trained and educated. Additionally, volunteer students will have a great experience in developing their language skills, education, making new friends, culture exchange, taking new ideas and knowledge from different country's people.

Education is very important because this Games will give a vast experience of intelligence and skill for our human resources and volunteers, even to the population itself. This will be a great hands-on learning experience; it is much more important than the material outcomes like construction. (Participant 2).

From the experience of the Winter Universiade in Almaty 2017, it was also revealed that the young generation gets a significant effect on their educational development during working in the sports event.

Really one good benefit it was for young generation. For their enthusiasm. Before starting Universiade during the one year there were education program for volunteers. We educated them how to be volunteer. Young generation who didn't know proper

English, their English level was up. Also, we taught them about etiquette. How to communicate with other countries participants, how to serve them, how to behave with them. Education for young generation was very important. Nowadays, you can see that Almaty city very open for tourists, because now there have knowledge how to behave with them. This was one of the main legacies after Universiade Games. (Participant 3)

Since students are the driving force of every country, many of the participants focused on the education of the younger generation, not only students and athletes, but the entire younger generation. One of the participants highlighted that the Games will be a catalyst to nurture and engrain young population. “In my opinion, this type of mega events should pay special attention to the upbringing and development of children and youth” (Participant 6).

4.2.3. Economics

The same as other mega sports competitions economic impact although lesser than other outcomes will have certain contribution to the Games. Participants noted that it is possible for Mongolia to receive income through the media, attract foreign sponsors and investments, and winter tourism. “Games can be preparation for hosting thousands of foreign winter

tourists. After the Games, the number of tourists is expected to double or triple” (Participants 1).

Participant 3 reported that Winter Universiade Almaty 2017 received a certain income from media, tourism, shopping, sales tickets and sponsorships: “Main income was from media. Every participant country wanted to cover their own athlete’s performance. The total revenue from ticket sales was €566,208. It is huge money. During Games it is estimated that there were 15,975 visitors to Almaty.”

4.2.4. Sports development

All the above outcomes can influence the development of sports in host country. Most of the participants emphasized that the Games could have an impact on improving the development of winter sports in Mongolia. Furthermore, the success and achievements of elite winter athletes should be increased by competing with the best athletes in the world.

The success of Mongolian athletes at the Winter Olympics and the Universiade Games will be increased. It will stimulate the participation of students in physical education and sports, the international success and the training of winter elite athletes will improve, and the by competing athletes will discover and develop their sports skills. (Participant 2).

Participant 5 was agreed with participant 2 viewpoint:

One of the main goals of hosting this kind of mega sports event is the impact to increase the skills and experience of Mongolian winter sports athlete performance. Also, people who watch these talented Mongolian athletes will be proud of them, want to be like them, will be motivated to engage in these sports. The number of people who want to involve in winter sports and want to keep their good physical fitness will be increased too. Therefore, I think that these Games will give a great impetus to this. (Participant 5).

Furthermore, participant 4 said that “I consider that this Games will give to all Mongolians have the opportunity to practice the sport, to get to know the sport, and to have real conditions to practice public sport”.

4.2.5. Social awareness

Social awareness theme was generalized from the following sub-themes: pride of country, citizen’s viewpoint to be physically active, friendship among youth, corporation and peace development and winter sports awareness among population.

Participant 5 said that “We need to strengthen the friendship and piece between youth people and students and develop their cooperation

through this competition”.

One of the important ideas for social awareness outcomes was given by Participant 6.

The hosting the international sports event, continental sports events and the Universiade brings a new impetus to the country. Such an event is a great impetus to the development of sports in the country, the change an ideology and development of the population, as well as the development of sports in the country. Especially among young athletes, there will be a lot of motivation and maturity to play sports and compete on the continent and around the world. In the future population will be proud of the achievements of Mongolian student-athletes in sports, and there will be a nice, big and positive wave tendency to support athletes. Therefore, the government will understand to support student-athletes more than now.

4.3. Legacies

This sub-chapter covers finding to RQ2 “What kind of legacies should be developed for this event?”. Based on the response of the participants legacies which should be developed was divided into tangible and intangible legacies. According to literature sources, tangible legacies as infrastructures and an increase in the number of tourists are legacies that can be counted easily, and development can be planned more easily. But

intangible legacies such as social cohesion and the development of sports are much more difficult to assess in figures and to plan a development in the future.

Hence, all the participants responded the development of the tangible legacies like infrastructure and winter tourism, the most important for Mongolia. However, half of the participants named the intangible legacies as substantial legacies which should be developed. This legacy includes the intellectual legacies which is human resource experience from hosting sports event, training of volunteers and sporting legacies which consists of winter sports development, participation and awareness.

4.3.1. Tangible legacies

Each response highlighted the importance of developing of remaining sports facilities from the Games. This is probably due to the fact, that this particular result is considered by the participants to be the most expected and important outcomes from organizing.

Summarizing the opinions of the participants, why they named the tangible legacies important for development, the main reason was sports facilities because it will be necessary to achieve the goal of a healthy nation and that of a healthy young generation. Furthermore, to teach the people to

participate in sports regularly and create the tendencies for an athletic lifestyle. In addition, in the constructed sports facilities, Mongolia will be able to host continental and world competitions in various winter sports in the future. For the Games, a village of athletes will be built, which can later be used as a dormitory or a campus for one of the universities. Also, these facilities will be a preparation for receiving winter tourists in Mongolia.

Participant 1 express own reason why sports facilities should be developed:

The most important thing is to have a variety of sports facilities. Currently, there are very “very” few buildings and facilities that meet international standards for winter sports. I think there don’t have at all for winter sports. All winter sports athletes going to another countries for training. In Mongolia when is -35- or -40-degree athletes doing training outside. On the auto road for example for cross country or short track athletes. It can be dangerous. In the road coaches or athletes should watch out from cars and other things. There don’t have any normal condition. There can be injured. There was happening several accidents. That’s why some athlete going to train in other countries. But training in another countries is also costing a lot. So is very important have indoor winter sport facility at home country. I believe that after Games remain sports facilities should be hand over by government decision to sports organizations, or to non-governmental organizations, or to school or universities, to children's sports or university sports centers or to districts. From now the Government

should have special policies and plans for developing these sports facilities legacies.

Participant 4 strongly agreed with Participant one's opinion saying that "We can't see sports upbuilding in city at all, so I think sports facilities is the most important. Infrastructure and sports facilities that meet international standards are the first requirements."

The increase in the number of winter tourists in Mongolia was mentioned only in the opinion of one participant, but the most important thing remains sports facilities.

4.3.2. Intangible legacies

The second most mentioned legacy that should be developed was the intangible legacy, and to be specific is intellectual legacy. In intellectual legacy includes human resources skill and knowledge improvement and volunteers' trainings. Participant 2 believe that the mental (intellectual) development of a person is much more important than the construction of buildings or roads. Following the mental (intellectual) legacy, Participant 2 ranked the legacy of history and culture most important respectively. Participant 2 asserted that:

I see intellectual legacy first. Because the training of a human source with a high level of technical and intellectual capacity in the field of sports or anything else it is mean country's labor force will be a step forward in the country's development. If our country's human resources are capable and have potential, we will have no difficulty in organizing any sports big event. We can successfully organize any event with high intellectual potential. It is much more important to have construction or high technology. Because these works are done by people. Therefore, in my opinion, this legacy is the most useful and significant. I consider that historical legacy is going second after intellectual legacy. It will be historical legacy of the Winter University Games 2033 in Mongolia. Mongolia will made history by the fact that this one-time big sport event will hold only in Mongolia. At that time and date, this Games will hold only in Mongolia it cannot be held anywhere else, that's why is makes history. Third I can say cultural legacy. During the competition, Ulaanbaatar will be a destination for people to visit. Therefore, visitors will see the culture of Ulaanbaatar and Ulaanbaatar also will learn some culture from guests.

Another participant (Participant 5) highlighted that sporting legacy like winter sports development and awareness of participation in winter sports of youth should be developed. Nevertheless, the analysis of the answer makes one think clear, that intellectual legacy should be developed as well.

It is very important to leave for youth and students sports participation legacy: they need to understand that the Universiade Games is such a beautiful not only sports competition but is cultural, sports and fun mega event in the world, make them want to be great athletes like athletes from Universiade, make them want and make them dream be like those strongest athletes, to train like them and be healthy. Games legacy should leave in youth mind this idea to be healthy and practices sport. To make them understand that sport is trend, is cool and is fun. Sports is like one of the fashion trends which will never be old. I see it as great an opportunity to pass on such wonderful lessons and dreams to the next generation. This legacy also influences discipline, perseverance and determination to youth and students.

4.4. Strategic development of legacies

Following all the types of legacy that can remain after the WUG 2033 and which are preferred for further development from different viewpoint of stakeholders, this sub-chapter analyzes what needs to be done for successful development for the future.

Each sporting event, depending on the scale of the event, will leave a certain legacy. Research questions focused on legacies that can be successfully develop further for sustainable and long-term use. If the host country of any sporting event can plan and analyze the legacy before hosting,

then there is a high probability that those planned legacy could affect the organization's main goals. Legacy is one of the key factors which can be used, to move forward to the main goals. The legacy can be leveraged to move forward in several steps towards the main goal that the host country aims at organizing a sporting event. For Mongolia, as a developing country, the main goals of the organization are to demonstrate the country in the international arena, and to show the population that sports need to be engaged in a healthy lifestyle and solving problems such as, different types of diseases or obesity of the younger generation.

This study, through interview questions sought specific answers to the research question “What should be done for the successful development of these legacies?”. But this study found that most of the participants had not asked this question before. Participant 2 said:

Why are you asking such questions that we have not thought about before? Hahaha. I have had experience in organizing many international competitions in Mongolia. But we never thought about planning legacy and do something to develop it. I think legacy from hosting sport events it goes with the flow. If the competition is organized at a high level and advertised properly, it will leave some kind of legacy in any case. But it was precisely in advance that we never planned the legacy. Probably

because the scale was not significant. But for organizing the Universiade 2033, we must plan. This should be done by experts in the matter.

Participant 4 noted that:

This question needs to be pondered. Do you think there were any sports competitions in Mongolia that would be organized, and they would have a clear legacy plan? I don't think so. Because we already have a big task to organize the championship. Everyone only cares about a successful organization and this itself means that the legacy will be. You are asking question of future.

Based on the above answers, this study found that each participant is well familiarized with definitional and have understanding of legacy and know how they will affect the achievement of goals. Nevertheless, no one had planned or tried to develop legacy for the future. Maybe some of the competition has significant legacies, but they don't even know that the sporting competition has left it and can be successfully developed.

In subsequent sub-chapters, some of the findings that have been mentioned by participants will be described. For successful development of planned legacies of WUG 2033 participants mentioned that, strategic plan, finance and budgeting and cooperation between government and sports

federations should be executed.

4.4.1. Strategic plan

Not all participants were able to answer the third research question. But based on their own working experience and physical education knowledges, most participant noted that for successful development host country should have a strategic plan. Participant 1 focused more on the development of the legacy of sports facilities, because based on the answer of Participant 1, the main legacy that should be developed is infrastructure, specially sports facilities:

Legacies should be identified before Games and have policy of development. In order to develop a sport facilities legacy, it is necessary to hand over to specific organization with clear developing strategic plan. A strategic plan needs to be developed to progressively involve citizens, children and students in sports and to successfully develop the legacy in the future. After the Games, Government needs to define, distribute, make decisions, and possess legacy. Some facilities may be assigned to sports organizations or sports associations, or to municipalities or universities. Or it can be given to national team in order to create a favorable environment for the training. Government should take into account to whom will hand over the sport facilities before the construction work. Responsible body for legacy should have specific plan on Who will responsible? Who will pay all maintain

expenses? Is facility will be used for public or for private use to make income. For example, athletes' village can hand over to some universities as a campus. So, it is mean at least one university will have a winter sports facility. It can also be used as a children's sports. Children schools mostly have summer sport fields. Therefore, winter sports facilities need to be inherited. The organizations which get sports facility will have to do the competition and maintenance by themselves. I believe that the facility can be successfully developed by providing paid services and covering operating costs.

Participant 2 strongly believed that only with special strategic plan legacy can be developed. Participant 2 explained how the strategic plan of legacy should work in the development of human resources and sports facilities.

Legacy can be developed only through the strategic plan. Strategy plan of development of legacy should be four ways of strategy: classical (analyze, plan and command), evolutionary (keep your costs low and your options open), processual (stay close to the ground and go with the flow) and systemic (play by the local rules)). Also, these four-type strategic plan should create in a long, middle and short term. For example, construction needs to be developed in these three areas. Is rehabilitation, provision of continuous operation and maintenance of facilities. Intellectual legacy needs to include retraining and vocational training for young people after continuing

education. The staff who worked at the Games need to be further trained, employed and provided with a permanent job, and continued to develop.

4.4.2. Finance and budgeting

Surely, a certain budget will be required for the successful development of the legacy. Two participants noted that the budget is essential for development. Participant 5 said that:

For any legacy development, the budget is very important. Where will this money come from? The state will pay or the body in charge. Who? We must think about this in advance, so that the legacy will not be left unsupported.

Participant 2 agreed with statement of Participant 5 saying that:

Development requires a budget first. It is necessary to determine with what budget and money to develop planned legacies, how to use the constructed facilities, what activities will be carried out there, what human resources and capacity are needed to work there. (Participant 2)

Participant 6 believed that if the financial resources for the development of the legacies in the future are decided, there are various ways to develop them. Intellectual, cultural, education such legacies can be

developed through the following ways, as suggested by Participant 6.

It is very important to preserve the intellectual, cultural, ideological, upbringing and educational legacies from the Games. In order to continue to develop those legacies, we need to publish books, big publications and textbooks. Those legacies should be further promoted in documentaries and other legacy sites and should be passed on to secondary school children. We should advertise those legacies among population. Nonstop publish news, photos and advertainments in the news or journals and make people understand that we are having those legacies and we should develop together with nation too.

4.4.3. Cooperation between government and sports federations

Participant 4 argued that only close co-operation between the Government and the sports federation can enable the development of infrastructure legacy.

Developing legacy should base on research. Government should cooperate with sports organization to success main goal of planned legacies. Because only sports organizations have the knowledge and experience to successfully develop sports facilities to be used for appropriate sports purposes. It is necessary to connect the constructed buildings and sports complexes with winter tourism and continue to work in the future. If the Government enters into an agreement with a sport's professional association, it will be possible to use

winter sports facilities for public use. If they will give it to a private organization, it might lose the main purpose of the sport for profit. (Participant 4)

In agreement with Participant 4, Participant 2 said that “The government needs to work with other certain organizations on a long-term plan to consider where to place its human sources”.

Chapter 5. Discussion and Conclusion

This chapter is devoted to a deeper understanding, importance and relevance of the findings that have been found through data analysis. Further, the findings will be explained in relation with the literature review of this study. At the end this study will reveal the contribution, limitations, and conclusion.

5.1. Discussion

In the following sub-chapters, the main findings are discussed on the basis of the three research questions from seven different stakeholders' viewpoints. The findings indicate the following:

- Hosting WUG 2033 in Mongolia will bring significant outcomes for Mongolia in five main themes is infrastructure especially winter sports facilities, experience of human resources and volunteer, economic income from media, tourism and international investments and sponsors, winter sports development and social awareness.
- It was determined how Mongolia will have these outcomes and why these outcomes are important for the country.

- From the legacies mentioned in the literature review, participants categorized the legacies mostly into tangible and intangible legacies. Furthermore, participants consider that the most important legacy that needs to be developed is the winter sports facility and the legacy of human resources experience.
- Analysis of the data shows that participants had a good understanding of what legacy is and why it is important. However, in order to how successfully develop legacy, and how to measure legacies or how to preserve the long-term effect of legacy from organizing a sporting event, could not be identified from the answers of the participants.
- In addition, this study found that the participants knew in general what legacy sporting events could bring, but never planned a legacy, never thinking about development or considered it as one of the major components of sporting event.
- Based on different stakeholders' viewpoint, for a successful

development of legacy, responsible body should come up with specific strategic plan, continues and close cooperation between government and sports organizations, and planned budget for development.

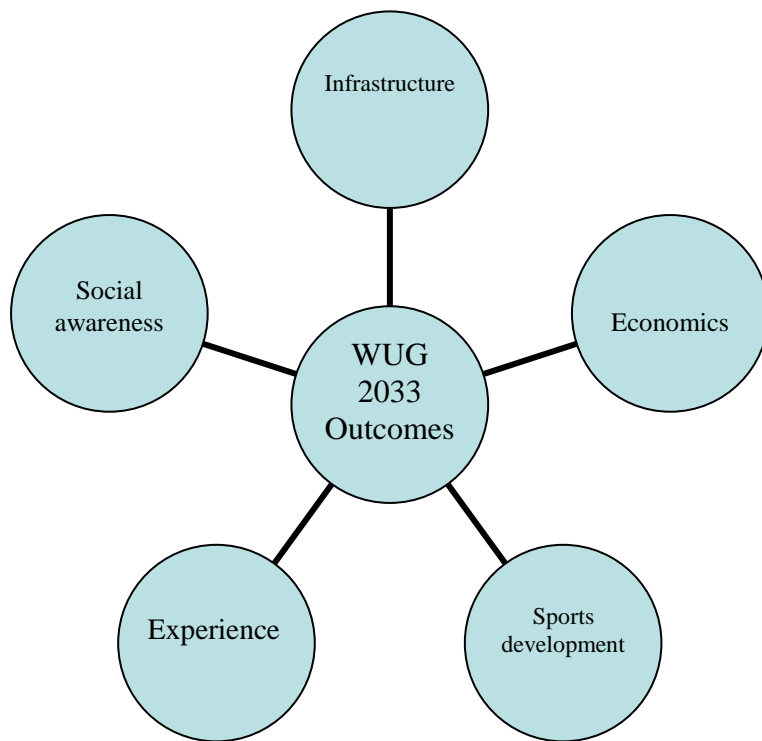


Figure 1. Excepted outcomes from hosting WUC 2033

Participants of this study had different interests and expected outcomes from the WUG 2033. However, the above five main expected outcomes have been identified from stakeholders' viewpoints. Furthermore, in Table 9, shows that this study came up with 20 different areas of outcomes which were generalized in five main themes.

Table 9

Expected outcomes from hosting WUG 2033

5 themes of outcomes – 20 area

Infrastructure	Economics	Experience	Sports development	Social awareness
Winter sports venues	Media	Experience of hosting mega sports events	Winter sports athletes' success and achievement	Pride of country
Athlete village	Winter tourism	Human resource development	Healthy lifestyle	Citizen's viewpoint changes
Training center	Sponsors	Volunteers		Friendship
Winter resorts	Investments			Peace development
Road construction				Winter sports awareness among population
				Corporation development

Bob and Swart (2010) study show that the organization of sporting events bring essential impact to economic and tourism growth, positive effect to social cohesion and healthy lifestyles. Basically, every participants' in the interview noted that from the organization of these Games, Mongolia can have an economic income, affect to the attitude of the population towards winter sports, therefore, this will lead to the ultimate goal of a healthy nation.

Although the responses of all participants noted that one of the most expected outcomes is winter sports facilities and the experience of the human resources. At the end of the analysis, it was revealed that all the outcomes are interrelated. For example, the construction of a new sports facility will affect the human resources experience. After the Games, employees can continue to work in new built venue according to their assigned job. New sports venue will also affect the development of winter sports among the population. The new establishment may provide public services and other winter entertainment programs that appeal to the public. Hence, the income received from the services can go to the economy of the country through taxes. If Mongolia will have an international standard facility, there is opportunity to organize other types of winter international

championships of world or continental. Mega sports events contribute to the increase in the number of people involved in sports, contribute to raising the national reputation and raising awareness of the population about sports (Bunce, 1995).

Additionally, most of the participants expressed that WUG 2033 is the biggest sports and cultural festival at the university level. If Mongolia successfully acquires a chance to organize, it will open the door to host other large-scale sports events like the Summer University Games, the Asian Games, even Olympic Games in the far future. Participant 6 noted that:

The Universiade Games, as I understand it, is a great festival that unites millions of students around the world. If we look at the history of Mongolian athletes in terms of time, it is the second largest sporting event after the Olympic Games. This Games will give us great advantages that we cannot have for long periods of development.

Participant 6 words are corroborated in studies of Kassens-Noor and Bob (2012) which examined that by using sports events, the host region has the opportunity to develop those sectors they are trying to develop or upgrade.

This study based on academic sources in legacy from hosting mega

sports event identified 14 types of legacies: tangible and intangible, positive and negative, territorial and personal, intentional and unintentional, global and local, short and long-term, sport and non-sport (Chappelet, 2012). Although, depending on the academic research of different authors and IOC legacy concepts, there are more diverse types of legacy. However, this study focuses on the generally recognized and widely practiced types of legacy. Out of the 14 named legacies, based on the response of participants, findings showed that seven legacies were identified – tangible and intangible legacies were mentioned through our literatures of the past. Other legacies like intellectual, sporting, culture, history, and cooperation legacies were new findings from this study. Therefore, in the opinion of the participants, tangible and intangible legacies should be developed in the future. Table 10 shows what kind of legacy this study identified based on the literature review, and what category of legacy was identified based on the participants' responses.

Table 10*Comparison of expected legacies of literature review with findings*

Identified in literature review		Findings	
Expected of legacies	Areas	Expected legacies	Areas
Tangible	Winter sports facilities, big arena, training center, road	Tangible	Winter sports venues, training centers, winter resorts, sports complex, increase winter tourists
Intangible	Social cohesion, reputation, know-how	Intangible	Social cohesion, new impulse
Positive	Sports infrastructure, increased tourism, business opportunities, renewed community spirit, opportunity of new investments to Mongolia through sports	Intellectual	Human resource experience and skills, knowledges and skills of sports specialist, voluntarism
Negative	International and national debts, overcrowding, intensive use of local financial resources	Sports	Winter sports development, participation, awareness of population, winter sports athletes' achievements, and skills increase, desire to become a winter sport athlete will increase

Territorial	Notoriety, pride and image of country	Culture	Culture exchange among youth, show culture of Mongolia, learn new culture of participating countries
Personal	New job, human capital skills and experience, working with international experts on hosting mega events knowledges and skills of sports administrators and specialist, self-confidence, voluntarism, athletes' achievements, and skills increase	History	The host city will be written in the history of the university sports movement
Global	Reputation of country in international sports arena, Mongolia will contribute to international university sports movement, introduce Mongolian young people to the world, culture exchange among youth,	Cooperation	Peace building, cooperation and friendship among youth
Local	More close cooperation between Government and sports organizations, opportunity to support local companies and organizations through supply, update on sports policy		
Short term	Only certain periods mostly during the Games		
Long term	Based on proper long term strategic plans, responsible body and good leader, cooperation		

with FISU have opportunity to keep legacy on
long period of time and sustainable

Of the above seven types of legacies, such legacy as sports facility and human resources should be developed. Priority was given to these legacies because:

- Mongolia don't have international standard winter sports venues or training centers for normal condition of training of athletes.
- Sport facilities will contribute to achieve one of the main goals of a healthy nation and health of young generation.
- The availability of winter sports facilities will influence interest in winter sports and sports lifestyle trends among population.
- Mongolia will be able to host winter continental and world class competitions in the future.
- Village of the athletes can be used as a campus for the universities or make winter resort or wellness center.
- Having strong trained and capable sport administrators and specialist will contribute to upgrade development of sport itself and improve international sports relationship.
- Trained international winter sport judges and referees from Mongolia.

- Education of volunteers will have a great experience in developing their language skills, education, making new friends, culture exchange, taking new ideas and knowledge from different country's people.
- New catalyst to nurture and engrain young population.

The above reasons are supported by Ruta and Beatrice (2015) research, believing that the legacy of "human capital" provided from highly specialized management skills to volunteers is one of the main and essential legacies that a country should develop. Furthermore, developing and maintaining human skills from hosting a major sporting event is a key legacy aspect that is often overlooked (Beatrice, 2015). Additionally, Beatrice's (2015) study shows that the basic strategic planning, organizational and leadership skills of human personal, experienced in a mega international sporting event are important and create a valuable resource for the city or host country.

This study expected to find more specific information, also about other legacies to be expected from the organization of the Games and could be developed for future. However, it is assumed that due to the fact that large scale international competitions were not organized in Mongolia before, no one was concerned about the legacy development. Everyone

understands that from any competition it is not important whether it is national or international, sports competition leaves a legacy. But because the legacy of a Games has never been a concern before, it has not been planned. Lack of knowledge about how a legacy can be used, how to plan, implement and measure has led to the impediment of the absence what legacy is still an unknown area in Mongolia which need to be explored and executed. For example, participant 2 noted that "It will be a legacy anyway. It will happen with the flow. Don't worry".

After identifying what benefits to expect from the organization and what legacies should be developed further, the question is what needs to be done for successful development of those legacies.

Based on literature review, small or developing cities can benefit more from organizing sporting events than large urban centers and districts. Hence, with good governance, leaders, and a clear and concrete plan are the most important elements in developing a positive legacy. Legacy plans need to be aligned with the long-term goals of the city, and this requires appropriate governance structures that ensure the active participation of all stakeholders in the country (Kassens-Noor & Bob, 2012).

Therefore, Chappelet (2012) noted that with proper planning, a major sporting event can serve not only to develop infrastructure, but also

act as a catalyst for the development of the socio-economic sphere.

Findings show that for successful development of legacies responsible body should have a strategic plan, planned budgeting, and close cooperation between Government and sports organizations. It is correct to note that the successful development of legacies has been largely determined on the legacy of the sports facility and the development of human capital. Based on responses of participants strategy plan:

- Should identify before event and have own policy of development.
- Needs to be developed to progressively involve citizens, children, and students in sports.
- Government should be in charge and lead the planning.
- Should have four ways of strategy: classical, evolutionary, processual and systemic.
- Should be for long, middle, and short term.

Further, two highlighted criteria of successful development of legacies are planning and allocation of a certain budget and close relationship of the government with organizations and other stakeholders.

In addition, this study found that the following activities should be done for development of legacies:

- Publications of books, pamphlet, and textbooks about Universiade Games.
- Should be passed on to school children.
- Continuously advertise legacies among population through media, news, journal, and websites.
- All legacy planning should be based on academic research and done by experts.

This study expected to define a more specific plan for the development of legacy and find a more specific plan of action for the development and implementation of legacies, but there were no more disclosed findings.

5.2. Research contribution

This study is essential for the development of the sports in Mongolia and to contribute to the sports legacy of the country. The findings obtained are significant and therefore valuable for the following various grounds:

- Academic evidence on that hosting of WUG 2033 will have a significant contribution to the development of not only sports, but also the development of the country.

- The findings based on this study, assumed that because (might) mega sports competitions were not previously organized in Mongolia, the sports legacy topic was forgotten or did not reflect. This study provides evidence that sporting legacy has been neglected nationally and international level events in Mongolia.
- To introduce the concepts of “legacy” from hosting sport events into the concept of physical education and sports in Mongolia.
- Will stimulate a different stakeholder in the sports industry to reflect on sports legacy and understand the importance of legacies.
- In addition to the theory of physical education with the concept of sports legacy of university sports event, which will increase the effectiveness of physical culture and sports activity in university level.

5.3. Limitations and future directions

This study is limited to a lesser number of participants with common backgrounds of sports and academic.

However, the participants selections were based on their years of experience in the field of physical culture and sports, academic level, and management positions in their respective areas countered the limitation. Since participants were representatives of FISU and AUSF, MSSF, NOC

MGL and the Olympic Academy of Mongolia, sports federation of winter sports, state authority of physical education and sport and OC of Winter Universiade Almaty 2015 it means that opinions of different stakeholders were collected for the purpose of answering this study research questions. Furthermore, for a qualitative method of analysis, seven participants are considered relatively sufficient to collect qualitative data (Marshall & Rossman, 2014).

In collecting data, this study encountered issues that some participants were not able to specifically answer certain questions related to the development of legacies. But it made it known that topic “legacy” from hosting sports event is frozen and untouched. All participants knew the importance of legacy and what it can bring for host country. However, how it can be successfully developed in the future, how it can be measured, how to successfully implement it, and other specific questions remained unanswered.

5.4. Conclusion

The results of the study show that if Mongolia is selected to host the WUG 2033, it will have a significant contribution to the development of not only sports but also the development of the country. Legacy of WUG 2033 as winter sports facilities, experience and knowledges of human resources

and volunteers who will be trained and educated, financial incomes from media, international investments and sponsors, winter sports development and social awareness will play an important role in the development of sports. Furthermore, in the framework of the country's sport policy Games will contribute to achieve the main goal of a healthy nation intellectually and physically. By viewpoint of stakeholders, for successful development of expected legacy, host region should carry out proper strategic plan in different terms, create budgeting and financial sources for development and close cooperation between government and sports organizations.

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Appendix A

Interview questions

<p>Introduction:</p> <p>Thank you for agreeing to conduct an interview with me today about the Legacy of Winter University Games 2033. My name is Enkhnarar. Currently, I am studying at Seoul National University at Dream Together Program Global Sports Management. Now I am doing my thesis research on the topic Legacy of Winter University Games 2033 Mongolia: Examination of successful development of legacies. The interview will take from your time only one hour. Please remember that all your opinions and answers will be kept confidential or will be shared outside of this research. Your name will not show in any sources. I would like to inform you that there are no right or wrong answers to interview questions. For this research, I am looking for only your opinion on a certain topic. If you will be not familiar with some meaning, please ask me. You can refrain from answering the question. Before I begin, I need your permission to do the video recording of this interview. (After getting permission from participants interview was started).</p>	
Research Questions	Primary interview questions
	<p>Demographic:</p> <ul style="list-style-type: none"> ➤ Age ➤ Job position ➤ Working experience ➤ About science degree and dissertation topic
<p>What outcomes are expected from organizing the Winter University Games 2033 in Mongolia by stakeholders' viewpoints?</p>	<p>In your opinion, how does the Universiade Games differ from others mega sports event?</p>
	<p>Could you explain from your experience (being part of the World University Games), what is the main reason for countries to organize World University Games in their countries?</p>
	<p>What kind of benefits do you see from organizing Winter University Games 2033 in Mongolia?</p>
	<p>How can those benefits affect to development of the</p>

	country?
What kind of legacies should be developed for this event?	What do you understand about “legacies mega sporting events”?
	What kind of legacies can leave sports events in the host region?
	What kind of legacies do you consider, that can be expected from Winter University Games 2033?
	What legacies can be more beneficial for Mongolia?
	Why those legacies do you consider more beneficial?
What should be done for the successful development of these legacies?	Why is important to develop the legacies?
	In your opinion, how to measure planned legacies?
	What are the plans that can be utilized for successful development of legacies?
	What kind of strategies should be done for successful implementation of legacies?
	Could you suggest a performance factor that can use for the development of planned legacies?
<p>Conclusion:</p> <p>Thank you very much for your opinion and time. After meeting I will contact you with transcription once more to final check that your opinion was correctly expressed. If you have additional thoughts regarding this topic, please contact me.</p> <p>Thank you very much! Stay safe!</p>	

국 문 초 록

성공적 2033 몽골 동계 유니버시아드를 위한 전략적 유산 개발

Enkhnarar Jargalsaikhan

글로벌스포츠매니지먼트 전공

체육교육과

서울대학교 대학원

본 연구는 몽골이 2033 동계유니버시아드 개최지로 선정될 경우 얻을 수 있는 기대효과들에 대한 연구이다. 본 연구를 통해 동계유니버시아드라는 메가 이벤트를 개최함으로써 획득할 수 있는 레거시들에 대해 살펴보았다. 아울러 성공적인 이벤트 개최와 더불어 몽골의 위상을 높이기 위해 전략적으로 특정 레거시를 개발할 필요성이 있는지 분석하였다. 이를 통해 성공적으로 레거시를 발굴하기 위해 메가 스포츠 개최 희망지와 주요 관계자들이 반드시 해야 할 일을 알아보았다. 이론적 배경에서는 레거시에 대한 선행연구들을 바탕으로 레거시의 정의,

유형, 기대효과 등을 살펴보았다. 연구결과는 메가 이벤트와 관련된 이해관계자들을 대상으로 질적연구를 진행하였으며 구체적으로는 반 구조적 심층 면담을 실시하여 도출하였다. 연구결과를 살펴보면 2033 동계유니버시아드의 개최는 몽골의 동계 스포츠를 발전시킬 수 있을 뿐만 아니라 몽골의 발전 또한 가져올 수 있다고 기대된다. 인터뷰에 응한 모든 이해관계자들은 2033 동계유니버시아드를 개최함으로써 얻게 될 레거시들로 동계 스포츠 시설, 메가 이벤트를 치르기 위하여 교육된 인적자원들(직원, 자원봉사자 등)의 경험과 지식, 미디어 중계를 통한 재정수익, 국제투자, 스폰서들 그리고 국제적 인지도를 꼽았으며 이들 레거시는 몽골의 발전에 지대한 공헌을 할 것이라는 데 동의하였다. 이론적 배경과 연구 결과를 통해 알 수 있듯이 메가 스포츠 이벤트를 성공적으로 개최하기 위해서 개최지는 다양한 레거시를 남길 수 있도록 전략을 수립하고 이 전략을 뒷받침할 수 있는 예산의 확보 및 스포츠 조직과 정부간에 긴밀한 협력 관계를 구축할 필요가 있다. 레거시 전략의 개발, 책임기관들의 효율적이며 책임성 있는 운영, 정부와 이해관계자들의 긴밀한 협력은 메가 스포츠 이벤트를 통한

유무형의 목적을 달성하도록 촉진할 것이며 이는 개최지의 위상을
높이는데 기여할 것이다.

주요어: 대학 스포츠, 유산, 겨울 대학 게임, 몽골, 전략적 유산

개발, 성공적인 스포츠 이벤트

학번: 2020-28720