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Organizing committees for the Olympic Games and satellite host local organizing committees: examining their relationships and impact on legacy creation

Kristina J. Hoff, Becca Leopkey and Jinsu Byun

Department of Kinesiology, Ramsey Student Center, University of Georgia, Athens, GA, USA

ABSTRACT

Purpose: The purpose of this study is to examine the Interorganizational Relationships (IORs) between an Organizing Committee for the Olympic Games (OCOG) and satellite host Local Organizing Committees (LOCs) and to explore how these relationships affected the creation of Olympic legacies in these periphery locations.

Methods: An embedded cross-case analysis of the 1996 Atlanta Olympic Games was built. The Atlanta Committee for the Olympic Games (ACOG) served as the primary case, and related satellite host LOCs (i.e., Athens, Columbus, Conyers, and Savannah) were the multiple units of examination. A content analysis of archival materials, official documents, and transcriptions of stakeholder interviews were conducted.

Findings: ACOG engaged in IORs to improve their stability, asymmetry, and legitimacy while enhancing efficiency, reciprocity, and individual-level factors were motives shared by ACOG and the LOCs. Formal controls and informal processes managed these relationships. Consequently, the Games and the IORs acted as a catalyst for legacy creation in the satellite host settings.

Practical Implications: Event organizers and stakeholders should consider the implications IORs have on long-term outcomes so host organizing committees and surrounding communities could more strategically implement additional resultant legacies.

Research Contribution: The study's findings provide a new understanding of the impacts IORs can have on the longevity of legacy outcomes.

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Introduction

The Olympic Games are considered the most complex mega-sport event in the world (Gargalianos et al., 2015; Roche, 2006) due to the event's magnitude, cost, and potential for long-term impacts (Chappelet, 2014; Houlihan & Zheng, 2013). Thus, Organizing Committees for the Olympic Games (OCOGs) are often faced with great pressure to stage a successful edition of the event (Frawley & Adair, 2013). To do so, OCOGs have established relationships with external entities such as local and federal governments, the commercial sector, and the general public (Malfas et al., 2004).

Additionally, OCOGs also work with Local Organizing Committees (LOCs) at satellite host locations (i.e. settings outside of the host city that are used to stage Olympic competitions) (Hoff & Leopkey, 2019). For example, the Atlanta Committee for the Olympic Games

CONTACT Kristina J. Hoff kjh54182@uga.edu Department of Kinesiology, Ramsey Student Center, University of Georgia, 330 River Road, Athens, GA 30602, USA

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(ACOG) established a relationship with a LOC in Athens, GA, (i.e. Athens '96), a smaller city about 90 miles from Atlanta that would stage volleyball, rhythmic gymnastics, and the final medal rounds of women's soccer competitions (Hoff & Leopkey, 2019). Similarly, the Weymouth and Portland Sailing Academy held windsurfing and sailing events during the 2012 London Olympics in the seaside town of Weymouth in Dorset, England (Ritchie et al., 2009). While studies (e.g. Deccio & Baloglu, 2002; Hoff & Leopkey, 2019; Karadakis & Kaplanidou, 2012) have examined the event legacies at these locations, little research has explored the interorganizational relationships (IORs) formed between host OCOGs and satellite host LOCs during this process.

An IOR is "a voluntary, close, long-term, planned strategic action between two or more organizations with the objective of serving mutually beneficial purposes in a problem domain" (Babiak, 2003, p. 6). Given this definition, the relationship between OCOGs and LOCs can be understood as a type of IOR in this particular case because they form relationships to increase the potential for success and to maximize mutual benefits (e.g. legacies) as a result. The framework of this study arises from the IOR literature, given its ability to increase our understanding of why and how various community (e.g. Misener & Doherty, 2014), professional (e.g. Babiak, 2007), and national sport organizations (e.g. O'Boyle & Shilbury, 2016) establish relationships with other organizations to reduce risk and capitalize on opportunities.

The lack of research on IORs for Olympic Games is a significant lacuna, considering that organizing committees for recent (e.g. Pyeong-Chang, 2018) and future (e.g. Paris, 2024; Los Angeles, 2028) editions of both the Summer and Winter Games continue to use satellite hosts to stage the event. This study seeks to address this gap by examining the IORs between an OCOG and satellite host LOCs and exploring how these relationships influenced the creation of Olympic legacies. By drawing from existing knowledge on the three primary stages of IORs (i.e. formation, management, and outcomes), the following research questions will be addressed: (1) Why does an OCOG form relationships with satellite host LOCs to host the Games? (2) How are these relationships managed (i.e. formal controls and informal processes)? (3) What are the long-term legacies at these locations and how were they affected by these IORs?

An embedded cross-case analysis (cf. Stake, 2013) focused on the Atlanta 1996 Olympic Games and the satellite cities of Athens, Columbus, Conyers, and Savannah, which respectively hosted the soccer, softball, equestrian, and sailing competitions. Researchers (e.g. Bob & Kassens-Noor, 2012; Chappelet, 2014) have determined that Olympic legacies often take years to materialize fully. Thus, enough time has passed since the 1996 Games to enable a reflective look at the evolution and maturation of its legacies.

Findings from this study could help both academics and event organizers to understand further the relationships between OCOGs and the LOCs and how these relationships could be better leveraged to maximize positive impacts and mitigate negative legacies. The following section provides a summary of the sport event management literature with a focus on satellite hosts and Olympic legacy. Next, we highlight the central tenants of the IOR literature and its application to sport event management. A description of the research context will follow before we present the methods, findings, discussion, and conclusion.

Literature review

Satellite hosts

Multiple communities and venues outside the host city are needed to help stage the Olympic Games due to the size and scope of the event (Deccio & Baloglu, 2002; Liu et al., 2014). Within the sport event literature, researchers have referred to these settings as

'peripheral communities' (i.e. Deccio & Baloglu, 2002), 'satellite sites' (e.g. Sadd, 2004), and 'non-host cities' (e.g. Hoff & Leopkey, 2019), but the understanding of these settings and their roles during the Games remains vague. This study uses *satellite host* as it most clearly refers to the communities outside the host city that staged Olympic sport competitions during an edition of the Games.

Despite their smaller role in the Games, research has suggested these settings experience Olympic legacies (Hoff & Leopkey, 2019). For instance, Liu et al. (2014) assessed legacies of the 2008 Beijing Olympics from the perspective of Shanghai residents, a satellite host city where soccer matches were held during the event. The researchers noted "respondents perceived a wide range of legacy impacts," including an increase of cultural identity, networks and cooperation, infrastructure development, and sport and health (Liu et al., 2014, p. 495). However, the residents did not report any economic impacts from the Games, which could have been due to the city's distance from Beijing. Most recently, Hoff and Leopkey (2019) examined the case of Athens, GA, which hosted multiple events (rhythmic gymnastics, volleyball, and soccer) during the 1996 Atlanta Games. The researchers found evidence of various legacies, such as nostalgia, sport development, urban rejuvenation, community engagement, and volunteering. They also noted that legacies in satellite host settings may differ from those of the host city due to different planning, external factors, and image. Moreover, smaller satellite hosts may experience unique challenges (e.g. lack of legacy governance and sustainable legacy funding) in creating and sustaining event legacies.

Olympic Games and legacy

Since the inception of the modern Olympics in 1896, the scale and cost of the Games have continued to rise over time due to increased television coverage and commercialization (Gold & Gold, 2008). Consequently, stakeholders often seek a return on investment (ROI) to ensure sustainable long-term outcomes, which has become vital to a city's decision to bid for the event (Gold & Gold, 2008; Leopkey & Parent, 2012a). These resultant long-term impacts associated with staging an edition of the Games are commonly known as *legacies*.

The International Olympic Committee (IOC) has recently described legacy as "all the tangible and intangible long-term benefits initiated or accelerated by the hosting of the Olympic Games/sport events for people, cities/territories and the Olympic Movement" (IOC, 2017, p. 2). However, this definition fails to consider the potential negative long-term impacts associated with the Games (e.g. citizen displacement, neglected infrastructure, and economic hardship). Nevertheless, legacy research has flourished given its increased importance to event owners and organizers of the Olympic Games (e.g. Cashman, 2006; Leopkey & Parent, 2012a; Preuss, 2007; Searle, 2002).

In summary, few studies have explored satellite host settings and the their legacies. However, even less is known about how relationships between a host OCOG and satellite host LOCs can influence the provision of legacies.

Theoretical framework

Interorganizational relationships in the sport context

Researchers in various fields (e.g. management, economics, and sociology) have utilized IOR as a framework to examine the advantages and disadvantages (e.g. Barringer & Harrison, 2000), effectiveness (e.g. Gulati & Sytch, 2007) and potential challenges (e.g. Lewis et al., 2010) of organizational relationships. Babiak et al. (2018) noted that research using IORs to

investigate issues in the sport context is a growing area of inquiry. For example, the concept and related literature has been used to examine how strategic sport organization partnerships could increase tourism (Kennelly & Toohey, 2014), emergent attitudes in partnerships between regional youth and national sport organizations (e.g. Harris & Houlihan, 2016), and trust issues in collaborative sport governance networks (O'Boyle & Shilbury, 2016).

Researchers in the broader management literature and within sport (e.g. Alexander et al., 2008; Babiak, 2003; Sotiriadou et al., 2017) have considered formation, management, and outcomes as the three stages of IORs. The following sub-sections will provide an overview of these main tenants and how they have been applied and examined within sport.

Formation of IORs

According to Oliver (1990), six underlying determinants influence IOR formation: asymmetry, reciprocity, necessity, legitimacy, efficiency, and stability (see Table 1 for an overview). These determinants have been beneficial in understanding the rationale behind the formation of IORs in sport organizations. Babiak (2007) found that legitimacy, stability, reciprocity, and efficiency were essential motives for a Canadian Sport Centre to enter into an IOR with other public, commercial, and nonprofit organizations. More specifically, "personal values and beliefs appeared to play a key role in the motivation to create relationships among the Canadian Sport Centers and corporate organizations" (Babiak, 2007, p. 372). Doherty and Misener (2008) found that engagement, reciprocity, and trust were three critical relationship qualities sought by community sport organizations to generate local connectedness and social unity. Consequently, it is also vital to consider individual-level factors (i.e. personal beliefs, trust, prior experience, and personal relationships) when exploring organizations within the broader sport context.

Table 1. Key determinants of interorganizational relationships.

Determinant	Definition
Asymmetry	An organization's desire or ability to exercise power or control over another organization for its resources.
Reciprocity	When organizations pursue common or mutually beneficial goals through cooperation.
Necessity	Present when organizations form relationships to meet necessary legal or regulatory requirements.
Legitimacy	When an organization tries to comply with norms, rules, beliefs, or expectations.
Efficiency	Occurs when organizations try to improve their internal input/output ratio.
Stability	An adaptive response to environmental uncertainty such as resource scarcity.

Note: Table based on Oliver's (1990) study titled "Determinants of interorganizational relationships: Integration and Future Directions."

Management of IORs

There are several partnership factors (e.g. trust, conflict resolution, collaborative leadership styles, rules, and flexibility) to consider when trying to form successful IORs (Child & Faulkner, 1998). Researchers (e.g. Huxham & Vangen, 2000; Seabright et al., 1992) often consider these managerial factors as either formal control mechanisms or informal processes. Formal control mechanisms are "contractual obligations and formal organizational mechanisms for cooperation," such as guidelines, rules, and detailed contracts (Dekker, 2004, p. 31). Informal processes "relate to informal cultures and systems influencing members and [are] essentially based on mechanisms inducing self-regulation," such as trust, commitment, and communication (Dekker, 2004, p. 31). Babiak and Thibault (2008) found that individuals responsible for managing partnerships between multiple non-profit Canadian sport organizations utilized both formal mechanisms (i.e. contracts) and informal processes (communications).

Outcomes of IORs

Identifying the outcomes of established relationships is an integral part of the

evaluation stage (Sotiriadou et al., 2017) for stakeholders because it can help them determine whether they are benefitting from the IOR. With few exceptions (e.g. Babiak, 2003; Misener & Doherty, 2013; Sotiriadou et al., 2017), evaluating IOR outcomes in sport has been overlooked (Parent & Harvey, 2009) and even less is known about how outcomes are determined and assessed (Babiak et al., 2018). Nonetheless, Babiak (2003) found that resource acquisitions, the success of athletes, increased visibility, and the development of social capital were all IOR outcomes related to Canadian sport organizations. Misener and Doherty (2013) found that better program service quality and enhancement of community presence were important for community sport organizations who formed IORs. Sotiriadou et al. (2017) explored IORs between a regional tennis organization, Tennis Vlaanderen, and Flemish tennis clubs. The researchers found that tensions emerged when players transitioned from a club to an elite sport school. These findings suggest that IOR outcomes can be positive, negative, or both.

Given the purpose of this study, it is important to understand not only the three primary stages of an IOR (i.e. formation, management, and outcomes) but also how the formation and management of IORs can influence outcomes.

The interconnectedness of the IOR stages

The formation, management, and outcome processes of IORs can be highly interwoven (Alexander et al., 2008; Sotiriadou et al., 2017). For instance, non-profit sport organizations have been motivated to establish relationships to increase resource efficiency (Misener & Doherty, 2013). In doing so, organizations are able to grow their capacity and more effectively reach their goals and objectives (Eisinger, 2002). Additionally, Dekker (2004) noted the primary purpose of implementing managerial mechanisms (i.e. formal controls and informal processes) was to motivate partners to achieve their desired outcomes. Galaskiewicz (1979) argued the level of centrality, that being the degree to which organizations are directly or indirectly connected, is a critical aspect of organizational outcomes. In this regard, Hardy et al. (2003) found the more involved and connected organizations are, the more likely they will be to experience the positive effects of the relationship.

In summary, while the use of IORs as a theoretical framework in sport management has become of significant interest, there is a lack of attention focusing on IOR outcomes (Babiak et al., 2018). By using IORs as the theoretical underpinning of this study, we are able to broaden the knowledge of IORs by understanding how the motives to form relationships affect the ways in which they are managed. In doing so, we can learn about how those managerial mechanisms can then influence outcomes. Subsequently, by examining these relationships between host OCOGs and LOCs, we allow for all stages to be more thoroughly examined in a new context (i.e. Olympic Games) as well as to determine how these stages are interrelated and affect the long-term outcomes in each setting.

Methods

A case study design (cf. Yin, 2018) was employed to gain a more specific understanding of the nature of the relationships between an OCOG and satellite host LOCs and their effects on event legacies. This was considered an appropriate method of inquiry given its purpose of asking "why" and "how" questions (Yin, 2018). More specifically, an embedded cross-case analysis (Stake, 2013) was utilized to look at multiple sub-units (i.e. satellite hosts) situated within the larger case (i.e. 1996 Games). To enhance the quality of this study, trustworthiness was considered throughout the research by triangulating data sources, member checking, and recognizing the study's limitations (Guba, 1981).

Case setting

The Atlanta 1996 Olympic Games

This study explores the 1996 Atlanta Olympic Games. Examining the experience of ACOG with Athens, Columbus, Conyers, and Savannah proved beneficial to better understanding IORs among OCOGs and satellite host LOCs. Since this study includes a number of satellite host settings, we are able to explore diverse issues and managerial efforts in the IOR formation and management process, which can hold implications for understanding IORs in the Olympic context. Furthermore, this study attempts to examine how the relationships influenced the creation of event legacies in the IOR outcome phase. The long-term outcomes of this edition of the Games were captured by employing Preuss's (2007) legacy cube, as it enabled the researchers to consider various types of legacies (i.e. planned or unplanned, positive or negative, tangible or intangible). In this regard, researchers (e.g. Chappelet, 2014) have argued that it can take numerous years to experience the full effect of legacies. Bob and Kassens-Noor (2012) contended the long-term impacts of mega-events are sustainable when they have remained for at least 20 years. Given that the Atlanta 1996 Olympic Games were held just over 20 years ago at the time this study began, this particular edition of the Games serves as a timely case for the purpose of this study.

Satellite hosts

ACOG utilized multiple satellite hosts to stage Olympic events, including Athens (rhythmic gymnastics, soccer, and volleyball), Columbus (softball), Conyers (equestrian and mountain biking), and Savannah (sailing), which provide the basis for this investigatation (see Table 2). In the Atlanta case, each satellite host created an LOC made up of various stakeholders within their respective communities. While Savannah was discussed in the official bid candidature, other cities were asked to identify their interest in hosting Olympic events following the bid win. Once selected, the LOCs created their own unique goals, objectives, and mission statements. In addition to staging sport competitions, these external Olympic sites often welcome thousands of visitors from around the world to partake in Olympic festivities (Liu et al., 2014).

Table 2. Satellite host local organizing committees.

Satellite host location	Local organizing committee name	Stakeholder members	Event(s) hosted
Athens	Athens '96	Local government, University of Georgia, and the local Chamber of Commerce.	Rhythmic gymnastics, soccer, and volleyball
Columbus	Columbus '96	Local government, business leaders, and residents.	Softball
Conyers	Conyers-Rockdale Equestrian Task Force	Local government, local Chamber of Commerce, business leaders, and various city associates.	Equestrian and mountain biking
Savannah	Savannah Olympic Support Council	Local government, business leaders, numerous community organizations, and residents.	Sailing

Data collection

Given the importance of data triangulation to enhance the validity of this study (Lincoln & Guba, 1985), several data sources were used to build the 1996 Atlanta Olympic Games case. These included archival materials, official IOC documents, and stakeholder interviews.

Archival materials and documents

Assessing archival information on a particular phenomenon can add to the credibility and validity of new research findings (Hammersley, 1997). Thus, over 1,400 pages of publicly available archival material were collected from the

Special Collections Library in Athens, Columbus State University Archives, Conyers-Rockdale Library, Municipal Archives of Savannah, and the Atlanta History Center. These sources included newspaper clippings, personal emails, photographs, and meeting minutes. Official OCOG documents such as candidature questionnaires, bid books, and final reports were also amassed. Many of these official documents were obtained from the IOC Olympic Studies Center's online database, the Olympic World Library.

Interviews

As this particular edition of the Games took place over twenty years ago, interviewee's memories might be faulty. However, Niehaus and Tagsold (2011) noted that "mega-events such as the Olympic Games, in particular, bind memories and create symbolic meaning" (p. 408). Therefore, in this case, interviews were still considered a valid source of data. As such, a total of 20 semi-structured interviews were conducted with event organizers from ACOG and relevant LOCs (see Table 3). Each interviewee was given a numeric code so as not to compromise anonymity. Using purposive sampling, individuals were selected based on their ability to represent various perspectives and on their first-hand knowledge (cf. Rubin & Rubin, 2011). Participants were initially identified from a review of archival materials and official documents. These individuals were then contacted by email or telephone. Chain referral sampling, whereby interviewees recommended other persons thought to be of interest for this research, also provided additional interviewees (Biernacki & Waldorf, 1981).

The interviews lasted between 26 and 93 min, depending upon the interviewee's availability and knowledge regarding the research topic. The number of interviewees was also contingent on event organizers from the 1996 Games who remained accessible and were able and willing to participate. Data saturation – when no new evidence or information surfaces (cf. Glaser & Strauss, 1967) – occurred approximately halfway through the interview process. The interviews were digitally recorded and transcribed verbatim by an online software application, Otter.ai. Transcripts were thoroughly revised for edits by the lead researcher and then sent back to the participants to be further reviewed in order to ensure accuracy (Rubin & Rubin, 2011). No amendments were made during this process.

Table 3. Interviewee descriptions.

Host location	Organizing committee name	Interviewee code	Interview method	Interview duration (minutes)
Atlanta	ACOG	1	Telephone	41
		2	In-Person	65
		3	In-Person	65
Athens	Athens '96	4	In-Person	34
		5	In-Person	41
		6	In-Person	48
		7	Skype	42
		8	In-Person	93
		9	In-Person	44
		10	In-Person	37
		11	In-Person	31
		12	In-Person	56
		13	In-Person	58
Columbus	Columbus '96	14	Telephone	40
		15	Telephone	19
Conyers	Conyers-Rockdale Equestrian Task Force	16	Telephone	65
		17	Telephone	49
Savannah	Savannah Olympic Support Council	18	Telephone	46
		19	Telephone	57
		20	Telephone	26

Data analysis

Aided by the use of ATLAS.ti v.8.4.4, a qualitative software, a general content analysis of the collected data was conducted. First, the primary researcher developed a provisional start list of codes based on the study's purpose, research questions, existing literature, and conceptual framework (Miles et al., 2014). More specifically, during the deductive coding, main concepts from the IOR literature was considered in order to address the first two research questions of this study. Emergent codes included the need for existing venues, combining resources, existing relationships, and legal contracts. Additionally, in order to answer the third research question, inductive coding was used to capture new codes emerging throughout the data collection and analysis process (Miles et al., 2014). Start codes included pre-planned projects, financial support, and contractual influences. After completing the open-cycle coding by assigning data with either a start code or a new code, axial coding then facilitated the identification of patterns, relationships, and explanations threading the data together. Throughout the data analysis, peer debriefing was conducted between members of the research team (Guba, 1981). Finally, higher-order categories emerged (i.e. IOR motives, IOR management, IOR outcomes, and the Games as a catalyst). Once these themes were developed, the researchers returned to the data set to conduct selective coding. This step allowed for illustrative examples of the primary themes to be included in the findings of this study (Jones, 2015).

Findings

Findings reveal several motives behind the formation of IORs in this case. More specifically, there were some differences between ACOG and the LOCs. For example, stability, asymmetry, and legitimacy were specific to ACOG. Reciprocity, efficiency, and individual-level factors were shared among both ACOG and LOCs. Figure 1 illustrates the overall findings and discussion points of this study.

Motives behind the IOR formations

The findings reveal that stability (i.e. resource scarcity), asymmetry (i.e. control over resources), and legitimacy (i.e. following the expected norms) were three primary motives behind ACOG's desire to form relationships with LOCs.

ACOG motives

Stability. Interestingly, ACOG's 1990 official candidature files noted that "only yachting

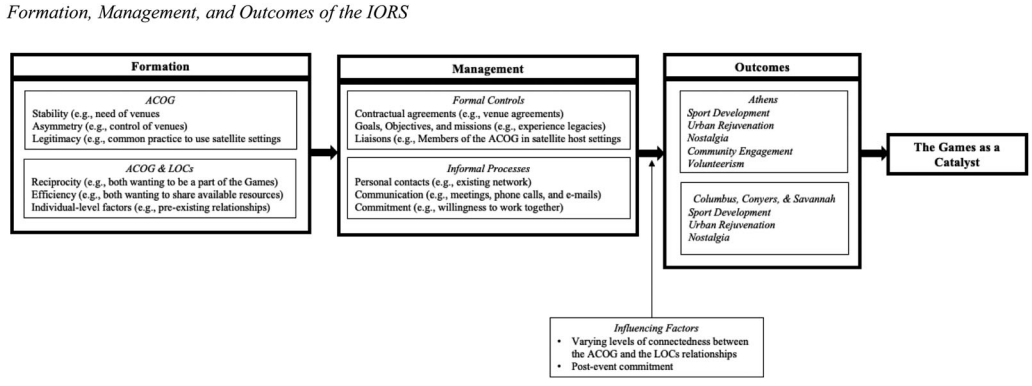

Figure 1. Formation, management, and outcomes of the IORS.

will be staged beyond the limits of metropolitan Atlanta" (p. 59). However, this would not turn out to be the case. Instead, after being awarded the rights to stage the 1996 Summer Games, ACOG determined that there were not enough existing venues or accessible land in greater Atlanta due to the city's urban landscape. Consequently, this instability forced the organization "to look elsewhere [outside of Atlanta] for comparable venues" (Interviewee 2). Access to other venues around the region was the main factor motivating relationship formation with other cities. Some of the needed venues already existed on college campuses around the state, such as the University of Georgia's Stegeman Coliseum and Sanford Stadium in Athens, GA. A local Athens newspaper, the *Athens Banner-Herald* stated:

> Without Sanford Stadium ACOG would either have had to build another stadium—a proposition of $200 million or so—or hold Olympic soccer in a much smaller stadium such as Georgia Tech's Grant Field. By holding the Olympic soccer finals in 86,117-seat Sanford Stadium, ACOG gets the fifth-largest college stadium in the entire United States, barely an hour's drive from Atlanta. (Shearer, 1996, p. 9F)

In other cases, plans for plausible facilities existed before Atlanta won the bid. For instance, according to Columbus '96's Bid Book, the city was "already committed to providing $48 million towards the construction of a softball complex and complementary facilities" (Columbus '96, 1993, p. 1). Satellite hosts provided ACOG with the stability needed to host all of the Olympic sporting events more effectively.

Asymmetry. Asymmetry also emerged as a motive for ACOG to establish relationships with the LOCs, especially when it came to taking control over other resources. Notably, ACOG needed oversight of athletic facilities outside of the host city. ACOG questionnaire given to the satellite host hopefuls asked if the cities were "willing to offer [their] available land over to ACOG" for the Games (Columbus '96, 1993). Contracts ensured ACOG had control over the venues. *The Red and Black*, the University of Georgia's student newspaper, reported on the development of "a contract allowing the Atlanta Committee for the Olympic Games to have exclusive use and operational control over Sanford Stadium and surrounding areas next summer for use as Olympic Venues" (Donnelly, 1995, p. 3).

When Conyers was awarded the right to host equestrian, *The Rockdale Citizen,* said that "ACOG assumed control of the 1,300-acre venue" for the Games (Vanderboom, 1996a, p. 2). Additionally, the *Ledger-Enquirer* reported that "Golden Park has been controlled by ACOG" during planning for the softball events in Columbus (Rogers, n.d., n.p.). An ACOG member noted that "[ACOG was] simply not a decentralized organization, and [they] reached out to these various communities and venues for assistance, but all of the principle decision-making and choices were made by us [ACOG]" (Interviewee 2). Despite the power imbalance between ACOG and LOCs, interviewees reported very little to no tension between the organizers. This was best described by Interviewee 20: "I know disputes sell, but there were such good people working toward common goals that it was all pretty good."

Legitimacy. ACOG formed relationships with the LOCs to comply with the norms and expectations of using satellite settings in order to more successfully stage an edition of the Games. As described by Interviewee 2, "there was an expectation" to do so, as utilizing other regions to help host the Games had become common practice in previous editions of the Games. One interviewee said it "was a process not only in Atlanta but in most cities because you have to find locations for these competitions" (Interviewee 1). This sentiment was also captured in the *Savannah News-Press*:

> Savannah doesn't hold the patent on being separated from the rest of the Olympics. Starting with the 1968 Olympics in Mexico City, all but two Olympics had separate villages for sailors, with Barcelona and Los Angeles in 1984 being the exceptions … During the 1972 Munich Olympics, the sailing was held in Kiel, nearly 650 miles away … Tallinn, on the Baltic Sea, is nearly 600 miles from Moscow. (Pilcher, 1992, p. 9)

While stability, asymmetry, and legitimacy were motives specific to the need for ACOG to form relationships with LOCs, both ACOG and the LOCs also shared additional motivations.

Shared motives

Reciprocity. Reciprocity emerged as a reason for both ACOG and the LOCs to form IORs given their shared desire to participate in the 1996 event. ACOG's aspiration to share the Games was evident: "we think it is important that the people who come here for the Games be exposed to as much of Georgia as possible" (Fogaley, 1993, p. 9B). Interviewee 2 supported this notion, stating, "the tendency to look elsewhere for comparable venues was dear to my heart because I believed from day one that these were the Games of the entire state of Georgia." LOCs wanted to "contribute to the Olympic effort" (Childs, 1995, p. 1). Beyond being part of the Games, ACOG and the LOCs also wanted to take advantage of the potential for sport event legacies. Interviewee 3 stated that "we [ACOG] felt that a lot of good could come from these Games, and it was important for more than Atlanta to experience that." More specifically, Interviewee 2 discussed how "we [ACOG] were very pleased with anybody who would build on the legacies and make it happen."

Efficiency. The interorganizational relationships enabled ACOG and the LOCs to be more financially efficient by merging their financial resources. According to the *Ledger-Enquirer*,

> The Conyers-Rockdale financial commitment includes 1200 acres for the park site, land clearing, grading, utilities, infrastructure, and $3.5 million dollars in cash for construction of the facility. The estimated balance of the cost of the construction, $11.5 million, and operating costs during the Games, will be paid by ACOG. ("News Release," 1991, p. 2)

In addition to reducing costs for both organizations, ACOG's venue operations experienced heightened efficiency through the ability to secure additional human resources from the satellite hosts. LOCs were able and willing to recruit, train, and manage their own volunteers, medical staff, and security. This was extremely beneficial for ACOG as it helped "lightened the load" and saved "energy and money" (Interviewee 2). In return, the LOCs wanted access to "knowledge and information" (Interviewee 17) to supplement their lack of hosting capacity as most had no track record of hosting events of such magnitude.

Individual-level factors. In addition to the determinants proposed by Oliver (1990), individual-level factors such as existing relationships were also identified as motives for IORs between ACOG and the LOCs. This was particularly evident with ACOG and Athens '96. Billy Payne, leader of ACOG, was born and raised in Athens, where he attended and played football for the University of Georgia (UGA) (Dendy, 1996). As a result, he established lasting relationships with his former coach, Vince Dooley, and the University by serving as "a trustee of the University of Georgia Foundation and a member of the Athletic Association board of directors" (Dendy, 1996, p. 8). Consequently, Payne's longstanding relationship with UGA and its athletic program arguably influenced the use of Athens as a satellite host. This is best described by the *Athens Banner-Herald:*

> Dooley said, 'I wanted the Olympics in Athens for a lot of reasons. This is Athens, Billy went to school here and this is where he was born. I wanted to get the message to him that we want Athens involved. (Shearer, 1996, p. 9F)

While other potential satellite hosts may not have had such direct and established relationships with ACOG, members of some LOCs knew people who did. For example, Interviewee 14 affirmed Columbus became involved in the Games because "there were some personal contacts of people who knew people [such as] University [of Georgia] graduates […] and so I think those were easy connections."

IOR management

Formal controls and informal mechanisms played a vital role in managing the IORs between ACOG and the satellite host LOCs.

Formal controls

As demonstrated in Figure 1, the use of formal control mechanisms determined and managed the roles, responsibilities, and expectations between ACOG and thr LOCs. In this case, the findings reveal that ACOG entered into legally binding contracts with all of the LOCs and their respective city governments. For instance, a formal document titled "Columbus Softball Venue Implementation Agreement" stated the following:

> Whereas, the City entered into that certain Agreement Governing the Softball Venue for the Games of the XXVI Olympiad, dated April 19, 1994 (the "ACOG Agreement") with the Metropolitan Atlanta Olympic Games Authority, a public corporation and body politic created under the laws of the State of Georgia, and its designee and assignees ("MAOGA") to provide the venue for the 1996 Olympic women's fast pitch softball competition (the "Softball Events"). (p. 1)

Interviewee 2 recalled such agreements as "necessary because a venue owner could not legally allow a third-party stranger to coldly take over a government asset without a contract."

Moreover, the LOCs established their own goals and objectives as they related to their role during the Games. In this case, it was evident that all LOCs wanted to produce lasting legacies from the hosting of the Olympic Games. For example, Columbus '96's mission was to "prepare Columbus for the 1996 Olympic Games, assist in conducting a first-class Olympic Women's Fast Pitch Softball event, and maximize this unique opportunity for the future" (Columbus '96, 1993). Liaisons from tACOG served as another type of formal control. "Venue managers" (Interviewee 3) from ACOG were assigned to each of the satellite hosts to serve as links between the organizations. Specifically, they were to "work very closely together" (Interviewee 8) with the satellite host LOCs "and report to us [ACOG] regularly" (Interviewee 3).

Informal processes

Communication and commitment were informal processes that facilitated the management of the IORs in this case. Specific and transparent communication between ACOG and the LOCs helped manage the relationship between the organizations. Given that existing ties were a motive among ACOG and the LOCs, these existing "relationships made communication easier" (Interviewee 20). Representatives from ACOG and the LOCs would "often speak on the phone, send a lot of emails, and have meetings quite often" (Interviewee 20). Some relationships between members of ACOG and satellite setting LOCs "went way back," which made communicating and working with ACOG easier because "they already had existing respect for each other" (Interviewee 19). Moreover, personal contacts arguably increased the level of commitment from members of the LOCs. For instance, email correspondence between two members of Athens '96 stated: "Given your relationship with Billy Payne and others, I want to ensure that you understand, and Billy and others know, of our continuing enthusiastic cooperative position with ACOG" (personal communication, August 19, 1994).

Legacies

In this case, all four satellite hosts experienced Olympic legacies, including sport development,

Table 4. Satellite host location legacies.

Satellite host location	Legacy theme	Legacy examples
Athens	Sport Development	Basketball goals at local housing community, UGA women's soccer scholarship funds, funding for rhythmic gymnastics and volleyball at the local YWCO.
	Urban Rejuvenation	The 'Spirit of Athens' sculpture, 'Athena' statue, trees and shrubs planted along city streets.
	Nostalgia	Olympic time capsule, USA women's soccer team winning the gold medal match, fond memories, kept memorabilia.
	Community Engagement	Creation of University and Community Relations position, community events calendar.
	Volunteerism	Creation of Volunteer Task Force, encouragement to volunteer for other editions of the Games and future local events.
Columbus	Sport Development	Renovation to Golden Park baseball stadium, constructed 8-field softball complex, host softball events such as NCAA games and National Club Softball Association tournaments.
	Urban Rejuvenation	Olympic legacy plaza, Adopt-A-Mile Program, shrubbery planted throughout city, roads re-paved.
	Nostalgia	USA women's softball team winning gold, fond memories, kept memorabilia.
Conyers	Sport Development	Creation of the Georgia International Horse Park, development of mountain biking trails, host equine events, tradeshows, and local running events.
	Urban Rejuvenation	Centennial Olympic Parkway, established the Clean and Beautiful Commission, planted 2,700 crape myrtle trees down Interstate-20.
	Nostalgia	Celebration of 10 and 20-year anniversary events, kept memorabilia, fond memories.
Savannah	Sport Development	Creation of the Savannah Sailing Center which still offers US sailing instruction courses, host local and regional sailing events.
	Urban Rejuvenation	Oak trees and crape myrtle planted, throughout the city, built the Bryant Street parking garage, constructed the U.S. 80 Island Expressway.
	Nostalgia	Fond memories, kept memorabilia, 10-year anniversary celebration.

Note: an extension of Hoff and Leopkey's (2019) findings.

urban rejuvenation, and nostalgia. Table 4 details the emergent legacy themes from the satellite hosts explored in this study.

Sport development

Data revealed that hosting part of the Games provided opportunities to promote sport participation in each of the satellite host locations. For example, on top of a one-percent sales tax in the region, Columbus '96 raised funds to assist with the development of the $48 million eight-field softball complex (Columbus '96, 1993). Since 1996, the complex has hosted numerous local and regional softball tournaments, such as National Collegiate Athletic Association games and National Club Softball Association tournaments. Additionally, the women's USA softball team returned to Columbus in 2019 to participate in the Softball International Cup (Reh, 2019). According to the *Rockdale Citizen*, the horse park in Conyers cost approximately $86 million to construct (Anderson, 1994). ACOG invested "about $20 million in the park with the remainder financed by corporate sponsorships and the city of Conyers" (Anderson, 1994, p. 1). While the horse park has continued to host equestrian events, its official website revelas it has also held a variety of other activities, such as dog shows, obstacle races, bike competitions, and local festivals. In Savannah, "one of the greatest legacies was the Savannah Sailing Center" (Interviewee 14). Initially built to train volunteers for the 1996 Games, the Savannah Sailing Center remains a training facility for the US sailing instructor course, and hosts events such as an annual sailing regatta for children with autism ("9th annual sailing regatta," n.d.).

Urban rejuvenation

The 1996 Games was also a catalyst for a number of urban development projects in the satellite host locations.

Monuments. All of the satellite host LOCs created monuments to honor the centennial edition of the event. In Athens, "after the Olympic Games had come and gone, three

prominent sculptures remained in place on campus to help commemorate the events" (Hannon, 1996, p. 18). These include a statue of the Greek goddess Athena, another statue titled "The Spirit of Athens," as well as a marble stone piece commemorating UGA Olympic athletes throughout history. Columbus '96 constructed an Olympic Legacy Plaza:

> The plaza, which will contain more than 5,400 engraved commemorative bricks and five bronze statues of children playing a sandlot game of softball, is located between the Columbus Civic Center and Golden Park. The plaza is the city's main commemorative memorial to the Olympic softball competition. ("Olympic Legacy Plaza," 1996, p. 1)

In Conyers, "2,000 engraved bricks, bearing the names of purchasers and beneficiaries, were laid to rest in the commons area of the horse barns" where they remain today (Vanderboom, 1997, p. 1). Moreover, a towering Olympic Cauldron monument sits on the banks of the Savannah River; the only official Olympic flame to be lit outside of the host city, it stands as an eternal reminder of the Games (Jones, 2020).

Beautification. Before the Games, all of the satellite hosts underwent beautification efforts. For instance, Harris County in Columbus, GA, launched "a Harris-County Adopt-A-Mile program, where residents volunteered to clean up the major highways tourists are expected to travel: U.S. Highway 27, Georgia 85 and Georgia 18" (Franklin, 1995, B2). In Conyers, the city created the Conyers-Rockdale Clean and Beautiful Commission and planted thousands of crape-myrtles (Interviewee 16). These crape-myrtles still line I-20 today. Similarly, in Savannah, "about 45 live oaks and more than 150 hollies, crape-myrtles and wax myrtles were planted in preparation for the 1996 Olympics" (Heimes, 2003, p. 1A). Athens also saw many crape myrtles planted on College Station Road, power-washed sidewalks, and updated streetlights (Interviewee 13).

Infrastructure improvements. Various infrastructure projects also came to fruition and still exist today in the satellite hosts. For instance, in Conyers, a new 2.8-mile four-lane road named Centennial Olympic Parkway was built to allow for better access to the horse park, costing the Georgia Department of Transportation $4.8 million (Hawk, 1994, p. 10A). Moreover, a 496-space parking garage was constructed on Bryant Street in Savannah to accommodate Olympic parking needs, a $9 million project that was funded by the city of Savannah (Pilcher, 1996, p. 16A). Improvements were made to the Islands Expressway flyover at U.S. 80 at a cost of $10 million funded by county sales tax revenues that were later reimbursed by the state of Georgia (Pilcher, 1996, p. 16A). Furthermore, according to UGA's Olympic Operation Budget Report, "a half-million dollars in improvements to University housing were accomplished from reserve funds before hosting Olympic guests" (UGA Olympic Operations, n.d., p. 1).

Nostalgia

Explained as "imputations of past beauty, pleasure, joy, satisfaction, goodness, happiness, love and like, in sum, any or several of the positive effects of being" (Davis, 1979, p. 14), nostalgia was an emergent intangible and unplanned legacy experienced across the satellite host settings. In fact, much of the overwhelming sense of excitement, described as "a heightened state of euphoria" (Vanderboom, 1996b, p. 3), resulted from outcomes that could not have been predetermined. For instance, when Conyers was granted the right to host the equestrian events, a member of the Conyers-Rockdale Equestrian Task Force said, "I will never forget it as long as I live" and that it "was the neatest time since the birth of my two kids" (Vanderboom, 1996a, p. 2). These sentimental feelings associated with the hosting of the 1996 Games have remained. For example, Interviewee 14 recalled the involvement with

the Games in Columbus as "one of the most amazing experiences of my life." Moreover, ten years after the event, "the Savannah Sailing Center held a 10th-anniversary reunion … for the 300 staff members and more than 1,500 volunteers from across the country who helped bring Olympic sailing to local waters" (Carr Mayle, 2006, p. 1B), while the city of Athens re-enacted the torch relay (Interviewee 2). More recently, in 2016, the 20th anniversary of the equestrian event was held at the Georgia International Horse Park.

The games as a catalyst

These Olympics acted as a catalyst for various projects, mostly due to ACOG's need for additional venues, the sharing of resources between ACOG and the LOCs that made already-planned projects more feasible, and contractual agreements that would legally require these projects to be completed in time for the Games. For instance, in 1990, land surveyors determined that available land in Conyers should be transformed into an equestrian center. Therefore, due to ACOG's venue instability and the need for control over additional venues, "[Conyers'] city officials decided the only way to make the city's plan for the equestrian complex a reality was by hosting the 1996 Olympic equestrian events" (Forte, 1992, p. 10). *The Atlanta Journal* noted that "the 138 [roadway in Conyers] has always been a project the DOT was going to widen in the future, but it was moved forward because of the Olympics" (Frederick, 1995, KR6). Similar to Conyers, email correspondence between Columbus city council members revealed the following:

> For several years, Columbus has been implementing its Gateway Plan to beautify the entrances to the city and attached is materials detailing the progress made thus far. Now, with the '96 Games close at hand, the city wants to accelerate this plan to completion before the Games begin. (Personal correspondence, January 7, 1994)

Many of these long-term projects were able to occur in the satellite host settings earlier than planned as a result of resource sharing between ACOG and the LOCs. For instance, ACOG contributed $10 million toward upgrades of the existing facilities at UGA to host multiple Olympic events (University of Georgia Athletic Association [UGAAA], 1993). The upgrades included the addition of air conditioning, electronic scoreboards, and new flooring to Sanford Stadium (UGAAA, 1993), which "needed to be done anyways," saving UGA money (Interviewee 8). Moreover, it was apparent these projects were also able to come to fruition because they were contractually agreed upon between the AOCG and LOCs. This was best recalled by Interviewee 8: "everything that was done for the Games had a contract attached to it." Because ACOG needed additional venues, they were willing to share resources (e.g. financial) with the satellite host LOCs to update and build those venues, and contracts helped ensure their timely completion.

While Figure 1 depicts the findings of this study, it also incorporates discussion points found in the following section.

Discussion and implications

As seen in Figure 1, the formation of IORs between ACOG and the LOCs was very much a linear process. More specifically, the motives to form IORs directly affected the management of the Games. Subsequently, managerial mechanisms such as formal controls and informal process impacted the event legacies. However, Figure 1 also highlights the factors that influenced the IOR outcomes in this case. Finally, the Games ultimately served as a catalyst within the satellite host settings by forcing many already-planned projects to fruition much earlier than anticipated. The following subsections further explain this linear IOR process between ACOG and the LOCs and its impact on the event's legacies.

The impact of IOR motives on management

Various motives (i.e. stability, asymmetry, legitimacy, reciprocity, efficiency, and individual-level factors) encouraged ACOG and the LOCs to formalize IORs, which affected the management of these relationships. According to Barringer and Harrison (2000), organizations may partner with other organizations to acquire critical resources to optimize their outcomes. In this case, ACOG was initially unstable and therefore needed control over scarce resources such as sport venues to stage the 1996 Games effectively. Additionally, in order to follow norms and expectations of the Games, ACOG needed to establish relationships with cities and its stakeholders on the coast to host sailing events. Researchers (e.g. Benson, 1975) have stressed that organizations must establish legitimacy as a prerequisite to obtaining power over resources that are controlled by other organizations. Per Benson's (1975) claim, ACOG was able to obtain power over others' resources due to their legitimization (i.e. notoriety and knowledge). As such, ACOG and the LOCs had formal controls such as contractual agreements put in place to ensure ACOG's control over venues outside of Atlanta.

Moreover, hosting part of the Games and experiencing long-term impacts were common goals for ACOG and the LOCs. These common goals and objectives were found in the LOCs' mission statements. This reciprocity confirms that IORs are often formed around stakeholders' desired outcomes (Freeman, 1994). Consequently, the organizations were willing to share resources to accomplish their mutual goals. Thus, ACOG obtained physical (i.e. sport venues) and human resources (i.e. volunteers) from the LOCs, and, in turn, the LOCs gained other needed resources (i.e. financial support and knowledge) from ACOG. Researchers (e.g. Perrucci & Pilisuk, 1970) have noted that resource exchanges are more likely to be honored when coming from people known to each other. The many pre-existing relationships among members of ACOG and the LOCs support this assertion. Pre-existing relationships contributed to frequent communication between ACOG and the LOCs and had to their strong commitment to making the Games a success.

Thus, the various motives that encouraged ACOG and the LOCs to form relationships also influenced how the relationships were managed. It is important to note that the only motive proposed by Oliver (1990) not found in this study is "necessity."

Necessity

According to Oliver (1990), necessity can be a key motivator behind the formation of IORs as it can help facilitate adherence to legal requirements. However, no specific legal obligations or mandates from higher authorities (e.g. the IOC or other governing bodies) forced ACOG to form IORs with LOCs. Future editions of the Games may necessitate formal controls to regulate and support the relationships among multiple hosts. For instance, as a result of declining interest in hosting the Olympics, the IOC's Agenda 2020 suggests the IOC is willing to entertain bids offered jointly by multiple countries and cities (MacAloon, 2016). This has bolstered interest, and multiple regions and even countries are increasingly working together to bid for an edition of the Games (Byun et al., 2019). However, hosting various events over a widespread area presents additional potential challenges (i.e. safety, security, transportation) to overcome (Byun et al., 2019). Furthermore, scattered locations may negatively influence the experience of stakeholders (e.g. spectators, athletes, and local residents), especially regarding a sense of togetherness and commonality. Thus, future hosts may need to implement strategies to improve the overall experience of participating in the Games. Technology may come to be paramount in meeting this challenge.

The impact of IOR management on outcomes

Management processes (i.e. formal controls and informal processes) did have an effect on the long-term outcomes of the Atlanta Games. In 2008, Babiak and Thibault noted that formal controls limited some organizations' flexibility (which ultimately hindered relationships between organizations in the Canadian sport system) and that informal processes ensured for effective interaction between organizations. However, in the Atlanta case, formal controls led to positive results, for example, venue agreements ensured facilities were constructed in a timely manner, complied with Olympic hosting standards, and would be used for years after the completion of the event. Many of the venues that were constructed for the Games still remain today, partially as a result of the contractual agreements made between ACOG and the LOCs. This may suggest that formal controls are essential, particularly for long-term outcomes.

With regard to informal processes, it is evident that the interconnectedness among key members from ACOG and the LOCs resulted in a greater sense of trust and communication. Consequently, these stakeholders were more willing to work together to facilitate the planned legacies. This supports Hardy et al. (2003) notion that the better connected the relationships between organizations are, the more desired outcomes will be attained. Additionally, the interconnectedness of members of ACOG and the LOCs also contributed to the nostalgia legacy. Since members of ACOG and the LOCs already had pre-existing relationships, it was easier for them to communicate and celebrate the Games long after their completion. Despite the strong relationships between ACOG and the LOCs, this study finds no evidence that the LOCs formed IORs amongst themselves. Therefore, future LOCs could consider establishing relationships with other satellite host LOCs to obtain even more additional resources and insight. This is a potential avenue for future research.

Outcomes and influencing factors

This study confirms that all satellite hosts experienced various Olympic legacies (i.e. sport development, urban rejuvenation, and nostalgia) from their supporting role in the Games. These findings are similar to those of Hoff and Leopkey's (2019), which identified legacies of sport development, urban rejuvenation, nostalgia, community engagement, and volunteerism in Athens, GA. However, it is apparent that Athens experienced more legacies than the other satellite host settings. As seen in Figure 1, two primary factors – the level of interconnectedness between ACOG and the LOCs and post-event commitment from the LOCs – are responsible for the creation of successful legacies. It is possible that Athens gained more legacies because ACOG arguably had a deeper level of connectedness to Athens, given the leader of ACOG was born, raised, and educated in the city and had remained heavily involved in the local university. In the other satellite locations, a network of connections (e.g. knowing people who know people) was more evident. Therefore, future OCOG leaders should consider establishing IORs with other entities with whom they have existing working relationships in order to share resources. Doing so may make possible more planned legacies within the satellite settings.

Volunteerism was the only legacy that did not appear across all satellite settings. It may not have emerged in Columbus, Conyers, or Savannah because the stakeholders of these LOCs did not continue to work together after the conclusion of the Games. According to Hoff and Leopkey (2019), Athens '96 created a position at UGA whose primary goal was to continue the working relationship between the University and the city of Athens after the completion of the Games. As such, the researchers found that many volunteering opportunities between the two entities continued.There is no indication that such practices were implemented by the other LOCs. This supports Balser and McClusky's (2005) argument

that sustaining lasting relationships is a critical attribute of IORs. More specific to managing the Games, this finding further highlights the importance of continued post-Games relationships amongst stakeholders (Leopkey & Parent, 2012b) even in satellite settings in order to improve the odds that legacy goals will be brought to fruition within these locations (Hoff & Leopkey, 2019).

Finally, while the Olympic legacies across the satellite host settings have a few disparities, they exhibit positive lasting outcomes, and ther is no evidence that any negative legacies emerged from the Games. This further supports Hoff and Leopkey's (2019) argument that satellite venues may be less likely than the primary host city to experience negative event legacies. Furthermore, it is apparent that the Games ultimately acted as a catalyst for already-planned projects in the satellite venue settings.

Outcomes impacted by the IORs

Tangible legacies, being concrete, are often easy to identify (Gratton & Preuss, 2008). This study finds that many of the tangible outcomes in the satellite host settings (i.e. sport development and urban rejuvenation) were often projects that were previously planned by the satellite settings' local governments. However, these projects came about much sooner than expected due to ACOG's need for venues (i.e. stability) and for controlling the use of the venues during the Games (i.e. asymmetry). Additionally, ACOG and the LOCs simply wanted to be a part of the Games (i.e. reciprocity). Accordingly, ACOG and the LOCs were willing to share resources (e.g. land, existing infrastructure, finances) to construct and renovate venues for the Games in the satellite settings. In addition to creating new sport facilities and refurbishing existing ones, ACOG and the LOCs also made enhancements to the satellite settings by erecting new monuments, engaging in beautification efforts, and improving infrastructure. However, in order to ensure these projects were completed in time and even used long after the event, formal controls (e.g. contractual agreements) were put in place. Therefore, from a practical perspective, event organizers should continue to consider the implications of forming IORs with LOCs and vice versa. In doing so, host OCOGs and surrounding communities could strategically implement more lasting, tangible, positive outcomes by sharing resources. Moreover, event organizers should also continue to be strategic when forming their contractual agreements with host organizing committees. Doing so could potentially make hosting an edition of the Games more cost-efficient and expedite existing construction plans that would have otherwise taken longer to accomplish.

From a theoretical perspective, this study contributes to the continuing discussion on how IORs provide sport organizations the opportunity to meet their goals and objectives more strategically. As seen in Figure 1, this study identifies motives for *why* ACOG and LOCs wanted to form relationships, *how* they were managed, and *what* the long-term outcomes were. Unique to this study is the finding that formation motives and managerial practices had a direct influence on the long-term outcomes. With few exceptions (Babiak, 2003; Frisby et al., 2004; Misener & Doherty, 2013; Sotiriadou et al., 2017) effects of IORs have seldomly been examined, and even less research has explored IOR outcomes retrospectively. Therefore, these findings provide a new understanding of the impacts IORs can have on the longevity of outcomes as well as factors that may influence them.

Conclusion, limitations, and future directions

This study employed an IOR perspective to examine the relationships between ACOG and LOCs (i.e. Athens '96, Columbus '96, Conyers-Rockdale Equestrian Task Force, and the Savannah Olympic Sailing Committee) that were

developed to more effectively stage the 1996 Olympic Games. Additionally, this study explored how the motives behind these relationships influenced their management and the creation of satellite host legacies. The findings reveal that stability, asymmetry, legitimacy, reciprocity, efficiency, and individual-level factors were critical factors behind establishing the IORs. Moreover, these relationships were managed by formal controls (i.e. contractual agreements) and informal processes (i.e. communication and commitment). Consequently, the Games acted as a catalyst for legacy creation in the satellite settings, such as sport development opportunities, urban rejuvenation projects, and the lasting sense of nostalgia.

However, as with all studies, limitations should be noted. This paper explores only one edition of the Games. Examining multiple editions would provide insight into how findings are unique to each Games. Additionally, all of the newspapers reviewed were published by local companies. Consequently, potential journalistic biases should be considered. Moreover, bid documents, candidate questionnaires, and final reports are often written in a manner that provides a positive perspective on the Games. Therefore, negative outcomes are commonly ignored. Also, despite reaching data saturation, we acknowledge the amount of time that has passed since these Games were hosted may have affected the interviewees' memories of the event. Moreover, it is vital to highlight that the stakeholders interviewed for this study do not represent the entire population of the satellite host locations that were examined. Instead, given the purpose of this study, the findings specifically represent the various key stakeholders that were part of the IORs in question.

Given these limitations, future research should examine additional editions of the Games (e.g. Sydney 2000 and Salt Lake City 2002) by conducting a cross-case analysis (cf. Stake, 2013). Doing so may reveal that motives, managerial practices, and outcomes may be unique to each setting and sport event being hosted. Additionally, future research should also consider examining the relationships between Olympic host organizing committees and satellite venue LOCs during editions of the Games that have been hosted in settings outside of North America (e.g. Beijing 2008, Sochi 2014, Pyeongchang 2018) as IORs may be formed and managed differently in other political, economic, and cultural climates. Moreover, additional organizational and strategic management theories (e.g. institutional theory, network theory, resource dependence theory) could be employed to further examine the nature IORs and resources exchanged between host OCOGs and satellite venue LOCs. Finally, nostalgia has been a prevalent legacy identified in satellite host settings. Given the lack of attention to intangible legacies in the sport event management literature, future research should determine how these less visible legacies can be identified and measured.

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ORCID

Kristina J. Hoff http://orcid.org/0000-0002-6159-4127
Becca Leopkey http://orcid.org/0000-0002-5870-8699
Jinsu Byun http://orcid.org/0000-0001-6962-9796

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