

## HOW DO STAKEHOLDERS INFLUENCE STADIUM-LED REGENERATION?

Abstract ID: EASM-2015-65 - (558)

All authors:  
Mark Panton (corresp)

Date submitted: 2015-03-18

Date accepted: 2015-04-01

Type: Scientific

Keywords: Stakeholders, Stadiums, Manchester, Tottenham, Regeneration.

Category: 12: Sport Policy

Synopsis:

The aim of the paper is to understand how different stakeholders influence stadium-led regeneration and add to the debate by presenting initial findings from a comparative case study involving stadium developments in the communities of East Manchester and Tottenham.

Abstract:

HOW DO STAKEHOLDERS INFLUENCE STADIUM-LED REGENERATION?

Mark Panton, Birkbeck College, University of London  
mpanto01@mail.bbk.ac.uk

### AIM OF THE PAPER

The use of sports stadiums in regeneration is quite a recent phenomenon in the UK, with the breadth of literature in this field relatively limited. However, it is an area of growing interest with numerous sports stadium regeneration projects that have now been completed, are in progress or proposed. It has been acknowledged in the literature that sporting infrastructure has tremendous potential to create economic and social change, but there is also a need for further research on the impacts of sports stadia and the effects on their 'communities' (Davies, 2006, 2011). The process of how numerous stakeholders influence these developments has received little investigation. This means there are undoubted opportunities to learn from existing regeneration projects and apply the developed understanding to future projects. The aim of the paper is to understand how different stakeholders influence stadium-led regeneration and add to the debate by presenting initial findings from a comparative case study involving stadium developments in the communities of East Manchester and Tottenham.

---

## LITERATURE REVIEW

The literature review considers how stakeholder theory can be used to understand stadium-led regeneration with insights from studies on the use of stadium development projects in the USA and Europe. The literature review has provided the main themes and many of the specific questions for the research study. In particular the work of by Mitchell, Agle and Wood (1997) on the salience of legitimacy, power and urgency underpins the research and is used to inform the analysis of the various stakeholder perspectives.

Stakeholder theory is particularly relevant for this analysis, given that one of its fundamental arguments is that organisations should be managed in the interest of all constituents, not only those of shareholders. Football clubs regularly claim to be central to their local communities in a variety of contexts and could therefore be expected to seriously consult with their various stakeholders in such developments. This research uses as a starting point Freeman's broad definition of stakeholders as: "... any group or individual who can affect or is affected by the achievement of the organization's objectives" (1984: 46). The comparative case study approach is particularly appropriate to understand a real-life phenomenon in depth (Yin, 2009).

Some research has been published by, amongst others, Davies (2011) and Jones (2002) on the impacts of new sport stadium developments in the UK, but it is a fairly recent phenomenon in this country, so the scope and breadth of literature in this field is relatively limited. In the USA, sports stadiums have been used to attempt to tackle urban decline in cities for many years. This has led to a wider literature, discussion and evidence base concerning stadiums and economic development founded on this experience. However, much of the material considers the argument from an economic perspective; therefore this contribution is aimed at extending the body of knowledge that deals with using sports stadiums in urban regeneration projects in the UK from a stakeholder perspective. It is also intended that by providing thick description, informed by existing theoretical constructs, the research can produce insights into how football clubs involved in major regeneration projects interact with complex bodies of stakeholders.

## METHODOLOGY, RESEARCH DESIGN AND DATA ANALYSIS

The research is based on comparative case study research focussing on the stadium developments in the communities of East Manchester and Tottenham. The data collection involved semi-structured interviews and observations at meetings with stakeholders involved in the projects. These stakeholders include representatives of the football clubs, local residents, businesses, councillors, football supporters, local police and community groups. The original data is analysed with the assistance of a qualitative data analysis software package (NVivo) and triangulated with existing documents available from the websites and other media to understand the major themes that emerge around the central theories. Data collection issues of ethics, access, and 'going native' are also discussed in the methodology section.

## RESULTS, DISCUSSION AND IMPLICATIONS

---

Although data analysis is not complete, the results do indicate support for power, legitimacy and urgency as means of stakeholder influence at both research sites. However, the triggers for stakeholder involvement and strategies used have varied. This appears to be related to the approach that the football clubs and local councils take to stakeholders, which can provoke some interesting responses.

References:

REFERENCES

Davies L. E. (2011). Using sports infrastructure to deliver economic and social change: lessons for London beyond 2012. *Local Economy*, 26, 4, 294 - 304.

Freeman R. E. (1984). *Strategic Management: A Stakeholder Approach*. Boston: Pitman Publishing.

Jones C. (2002). The stadium and economic development: Cardiff and the Millennium Stadium. *European Planning Studies*, 10, 7, 819-829.

Mitchell R. K., Agle B. R. and Wood D. J. (1997). Toward a theory of stakeholder identification and salience: defining the principle of who and what really counts. *The Academy of Management Review*, 22, 4, 853-886.

Yin, R. K., 2009. *Case Study Research Design and Methods*. London: Sage Publications.