

# Beyond Event-Night Success: Value Transmission through Sport and Entertainment Venue Systems

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## Abstract

Sport competitions, concerts and other large-scale live events can attract audiences and activate major venues, but venue-system success alone says little about how event-related activity and hosting resources extend beyond the event night or what remains afterwards. This paper develops a conceptual framework that treats the venue as part of a venue system through which temporary event demand is programmed, coordinated and delivered. The breadth of value transmission comprises two analytically distinct routes: attendee-side transmission through the attendee journey and delivery-side transmission through the event-delivery network. Because the routes arise from different management decisions, neither provides a valid proxy for the other on its own. The framework also distinguishes breadth from durability. Reusable event-hosting capability depends not on event frequency alone, but on continuity in relationships, routines and knowledge and on their mobilisation in subsequent delivery. Three propositions are advanced. Macao's integrated-resort venue systems illustrate why attendance and attendee movement provide only partial evidence of how venue-system value extends beyond an event.

## Keywords

Sport event management; live entertainment; venue systems; event leveraging; event legacy; value transmission.

## 1. Introduction

A full arena is a visible achievement. It signals successful demand generation through promotion, ticketing and programming, but it does not by itself establish successful event delivery or wider destination value. Nor does it reveal how far event-related activity extends into the host destination, or whether the event makes the next one easier to deliver.

Sport competitions and concerts now occupy a regular place in venue portfolios and destination strategies. Their effects vary across event type and host setting [1], while event-tourism research treats the area as both scholarship and professional practice [2]. The managerial issue is how temporary demand is programmed, how the attendee journey is coordinated, and how delivery organisations are assembled.

Event leveraging provides the starting point: wider benefits depend on deliberate links [3]. Strategic multi-leveraging emphasises stakeholder coordination, leadership and local resource mobilisation [4]. Venue research adds a complementary view: arenas are leverageable assets whose value rests on programming, partnerships, knowledge and repeated hosting capacity [5]. Sport competitions and concerts are compared for a limited managerial reason. Both concentrate demand in time, depend on venue programming, and require coordination across ticketing, access, crowd management, security and technical production. They are not interchangeable: audience profiles, schedules, venue-conversion requirements and delivery arrangements differ. Those differences are conditions to examine within the venue systems they often share.

The distinction between immediate success and what follows is central to legacy research. Legacy is difficult to infer from aggregate indicators [6] and spans several outcome types [7]. Research on the Football Foundation of South Africa links enduring developmental outcomes to organisational arrangements sustained after the event [8]. Regional sport-event research likewise finds that collaboration may increase around an event, while longer-term development requires objectives, strategic anchoring and measures that survive the event cycle [9].

This paper focuses on the space between these literatures. A venue system comprises the event facility together with event-linked attendee services and event-delivery relationships deliberately connected with event demand. The focus is not primarily on where visitors eat, shop or stay, but on how venue managers programme live events, coordinate the attendee journey, assemble event-delivery networks and retain reusable hosting capability across events. The research question is: how can sport and entertainment venue systems extend value beyond event-night success and contribute to a developmental event legacy?

The framework was developed through a purposive integrative synthesis of five connected bodies of research: event leveraging and event tourism, venue management, event portfolios, event-delivery relationships and event legacy. These literatures were compared around three questions: how temporary demand is connected to event-linked attendee services, how delivery participation is organised, and what relationships, routines or knowledge remain usable across events. The purpose was not exhaustive coverage or formal effect estimation, but construct clarification and the integration of management domains usually examined separately. Priority was given to foundational and recent peer-reviewed studies that directly addressed one or more of these domains. Policy and corporate sources are used only to establish the illustrative Macao context, not to support the propositions.

The argument has three propositions. P1 concerns coordination of event-related attendee activity. P2 distinguishes attendee-side transmission through the attendee journey from delivery-side transmission through the event-delivery network. P3 explains how repeated programming may contribute to reusable event-hosting capability. Ownership and governance remain contextual conditions, not a fourth proposition, preserving institutional variation for later qualitative research.

## **2. Literature and Theoretical Positioning**

### **2.1. Sport and Entertainment Events as Managed Demand**

Live events create a temporary concentration of people, attention and operational work. Beforehand, managers assemble a programme, define responsibilities, market the product and coordinate partners. During delivery, they integrate the venue, workforce, technical production, hospitality and attendee services. Afterwards, they decide what knowledge, relationships and attendee connections can be used again.

Promoter research supports this process view. Brochado et al. group 46 event-success items across pre-event, event and post-event stages [10]. Work on the World Masters Games shows that consistent delivery depends on coordinating multiple partners, balancing control with specialist input, centralising knowledge and developing partner capability [11,12]. The point for this paper is straightforward: an organised network delivers the event, not the facility alone. The same management platform can serve more than one event market. Sport competitions bring participants, officials and spectators; concerts assemble audiences around performers and live production. Their combination can raise utilisation and vary the calendar. More importantly here, repeated use returns staff, service providers and destination organisations to the same operational setting.

Concerts share the platform but introduce a different delivery logic. Production links artists, promoters, venues, technical suppliers and audiences across planning, show-day operations and breakdown [13,14]; the wider live-music ecology also depends on venues, promoters and other intermediaries [15]. Touring specialists may carry personnel and systems between arenas, while local teams handle building operations, crowd management and hospitality. Similar attendance can rest on different mixtures of travelling and locally embedded capability.

## **2.2. From Facility to Venue System**

A facility perspective draws attention to capacity, sightlines, technical specification, loading access, safety, utilisation and financial performance. A venue-system perspective asks how these physical resources are connected with the wider management of a live event. Integrated ticketing, transport, timed entry, fan-zone programming, wayfinding, hospitality access, production coordination and post-event dispersal arrangements can shape the attendee journey before, during and after the event.

The system boundary is functional rather than purely spatial. A nearby service is not part of the venue system simply because it is co-located; it enters the system when it is deliberately connected with event demand through programming, access, information, contracting or delivery responsibilities. This functional boundary also includes the workers and organisations that provide production, security, hospitality, transport, marketing and other services required to stage the event.

Integrated resorts make the functional distinction particularly visible because arenas operate beside a dense set of attendee-facing and operational functions. This configuration can make event demand easier to coordinate within one development, but internal integration should not be mistaken for wider destination reach or a locally embedded delivery network.

## **2.3. From Event-Night Success to Developmental Event Legacy**

Event portfolios are commonly discussed as tools for pursuing several community and destination purposes rather than treating each event in isolation [16]. Destination bundling follows a related logic by connecting an event with complementary experiences [17]. Both approaches explain how managers can extend the immediate opportunity. Legacy asks which relationships, routines or knowledge remain available once the event is over.

For the purposes of this paper, developmental event legacy refers specifically to event-hosting relationships, operating routines and knowledge that remain available for use in subsequent events. It represents the venue-management dimension of developmental legacy rather than a comprehensive new legacy typology. It may take the form of a working relationship between a venue and a transport operator, staff who can take on more complex responsibilities, a supplier that understands venue requirements, or a routine that reduces coordination failures. These outcomes are narrower than regional economic development, but they are closer to what event and venue managers can plausibly influence and observe.

Value is not treated here as a single monetary quantity. It refers to event-generated activity and event-hosting resources that extend beyond immediate venue operations. On the attendee side, this concerns connections with event-linked attendee services; on the delivery side, it concerns participation and role depth; over time, it concerns whether relationships, routines and knowledge remain usable across events.

Value transmission is the process through which event-generated activity and event-hosting resources extend beyond immediate venue operations through attendee-side and delivery-side connections, and through which some of those connections may become reusable across subsequent events.

Attendee-facing coordination and delivery relationships have often been examined through different evidence: the former through attendance and event experience, the latter through

organisational arrangements and inter-organisational ties [10–12,18]. The framework treats attendee-side and delivery-side transmission as parallel routes within venue management, not as consumer and provider evaluations of event success.

Value transmission serves a different purpose from conventional economic-impact analysis. It traces the management relationships through which event-generated activity and hosting resources extend beyond immediate venue operations, then asks what can be mobilised again.

### 3. Conceptual Framework

Venue-system success refers here to the attraction and activation of temporary event demand at venue level, indicated by attendance, utilisation and related commercial activity. These indicators do not, by themselves, establish operational delivery quality or wider destination development.

#### 3.1. Venue Coordination and the Extension of Attendee Activity

Event demand does not extend beyond the facility by itself. Venue and event partners create the connections through integrated ticketing, transport, timed entry, wayfinding, fan-zone programming, hospitality access, shared information and departure plans. Together, these decisions shape whether the arena operates as an isolated endpoint or as an anchor within a broader event experience.

Physical proximity can help, but co-location without aligned schedules, information or operational coordination may leave functions unrelated in practice. Common ownership is not required: independently operated organisations can connect through ticketing, referrals, transport or shared event information. The theoretical distinction is between presence and connection.

P1. Event-related attendee activity is more likely to extend beyond the event facility when venue managers and event partners use deliberate coordination mechanisms—such as integrated ticketing, aligned schedules, transport provision, fan-zone programming, cross-promotion and shared event information—than when complementary functions are merely co-located.

P1 identifies a managerial condition for attendee-side transmission, not for value transmission as a whole. Delivery-side transmission depends on separate decisions concerning staffing, contracting, sourcing and partner participation, as considered under P2. Even a well-managed attendee journey may remain largely within one organisational boundary, so extension within a venue system is not equivalent to destination-wide reach.

No uniform geographical pattern is implied. An integrated resort may coordinate the attendee journey within a compact development; a city-centre arena may connect attendees across several districts. P1 concerns the managerial work linking event demand with attendee services and event-linked activities.

#### 3.2. Breadth: The Attendee Journey and the Event-Delivery Network

Attendance measures the volume of demand reaching a venue. Breadth concerns the range of attendee-facing activities and delivery actors connected with that demand. These dimensions cannot be read from the same evidence.

Different management decisions produce the two routes. Programming, ticketing, scheduling, access and information shape the attendee journey; staffing, contracting, sourcing and role allocation shape the delivery network. These decisions may sit with different functions and operate on different timelines. On its own, strength on one route gives no reliable indication of strength on the other.

### 3.2.1. Attendee-Side Transmission: The Attendee Journey

Attendee-side transmission is operationalised through the attendee journey. In this paper, the attendee journey refers to the managed sequence of access, mobility, fan activities, hospitality and other event-linked connections before, during and after a live event. It is used as a venue-management construct rather than as a general engagement or loyalty funnel. The issue is not movement for its own sake, but how venue and event partners make that journey workable and extend it beyond the facility.

A venue can attract a large audience while creating few managed connections beyond the facility. Conversely, limited spatial dispersal from an integrated development offers no direct evidence about the depth of local participation in delivery. Attendee movement captures one route of transmission; it cannot identify who staged the event or which capabilities remained.

### 3.2.2. Delivery-Side Transmission

The event-delivery network refers to the workers, service providers and organisations whose coordinated inputs are required to stage and service an event. Delivery-side transmission concerns how those actors participate in venue and event activity. Its breadth concerns who participates and what roles they perform, rather than simply the number of contracted organisations.

Counting suppliers is not enough to establish broad or developmentally significant participation. Local actors may perform peripheral tasks or hold central operational and technical responsibilities. Participation and role depth therefore need to be examined together. Evidence from the 2011 Rugby World Cup shows why this route must be observed directly: the event strengthened some relationships within a regional tourism network while effects across other ties were weaker [18]. A delivery network can be concentrated among a small number of established providers, assembled largely from outside the destination, or distributed among local organisations. The relevant evidence lies in the pattern and substance of roles, not in attendance.

Attendees may move widely across a city while production and specialist staffing come from elsewhere. In another case, attendees may remain within an integrated venue environment while local workers and service providers hold substantial delivery roles. Neither pattern is intrinsically superior, and one cannot be inferred from the other.

P2. The breadth of value transmission comprises two analytically distinct routes: attendee-side transmission through the attendee journey and delivery-side transmission through the event-delivery network. Because the two routes arise from different management decisions, the strength of one route will not reliably indicate the breadth or role depth of the other; neither route provides a valid proxy for the other on its own.

## 3.3. Durability: Repeated Programming and Event-Hosting Capability

Breadth describes connection at a given point in time. Developmental legacy requires some of those connections to remain usable. A one-off shift, contract or promotional arrangement may matter without changing future delivery capability. Durability appears when relationships, routines and knowledge can be recalled and refined for another event.

Repeated programming creates that possibility. Research on recurring non-mega sport events shows how managers can work with local assets and relationships beyond a single event window [19]. Repeated interaction allows venue staff to take on more complex tasks, transport providers to refine scheduling, technical teams to learn the building, and partners to solve problems faster.

Knowledge-transfer research offers a more specific basis. Werner et al. find that event-related knowledge moved through collaboration, observation and document exchange, with transfer easier within regional networks than between them [20]. Related work shows that competitive

pressures can inhibit sharing even when organisations are expected to collaborate [21]. A repeated calendar creates opportunities for durability, but relationships still need continuity, access and a reason to share what was learned.

Frequency and repetition are not equivalent. A busy calendar creates opportunities for learning, but event-hosting capability develops only where actors, relationships, routines or knowledge are carried across events. Fifty events delivered through constantly changing teams may provide less continuity than a smaller programme in which organisations repeatedly work together and refine shared routines.

P3. Reusable event-hosting capability is more likely to form and persist when repeated programming is accompanied by continuity in actors, relationships, routines or knowledge, allowing event-specific learning to be mobilised, reused and refined across events.

Continuity is an observable condition of capability, not capability itself; capability is demonstrated only when retained relationships, routines or knowledge are mobilised in subsequent event delivery.

Durability spans both routes in P2. Attendee-facing coordination can become routine, and event-delivery relationships can deepen. It is not a downstream stage after breadth, but a property that connections may acquire through continuity and reuse.

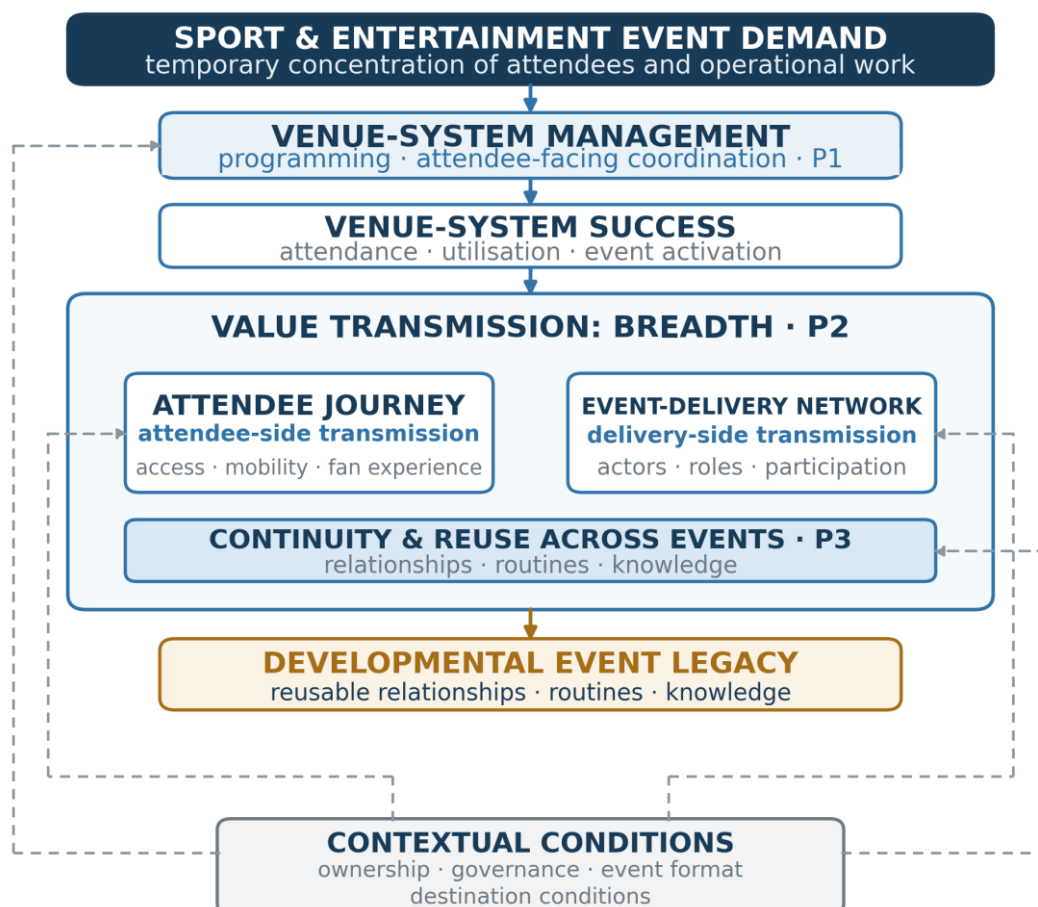


Figure 1. Venue-System Value Transmission Framework

### 3.4. Contextual Conditions

Ownership and governance shape what managers can coordinate without dictating one outcome. Common ownership may ease coordination across ticketing, hospitality, transport and other event-linked functions, and may keep much of the attendee journey inside one

decision structure. Employment, contracting and service relationships can still be organised locally or externally.

Public transport, opening hours, urban legibility and the distribution of event-linked activities also shape the attendee journey. The framework treats ownership, governance, event format and destination conditions as influences on the propositions, not as a fourth proposition or a direct route to development.

Event format can alter the relationship between the routes. Sport competitions and touring concerts differ in production, staffing, governing-body involvement and the extent to which specialist roles travel. Where production travels with an act, fewer specialist tasks may be assembled locally than for an event sourced on site. Similar event demand can coexist with different delivery-network configurations; the direction and magnitude remain empirical questions. Figure 1 summarises the relationship among venue-system management, the two routes of transmission, durability, developmental event legacy and the contextual conditions that shape the framework.

Note. Breadth comprises two parallel routes (P2). Durability spans both routes and concerns continuity and reuse across events (P3). Contextual conditions shape venue-system management, the configuration of both routes and the conditions for durability without determining outcomes.

#### 4. Macao as an Illustrative Context

Macao is useful for illustration because several of its major arenas operate within integrated resort developments [22–24]. These venues combine arenas with a dense set of attendee-facing and operational functions. The configuration makes event demand comparatively easy to organise within a connected environment, while leaving open who delivered the event, which relationships extended beyond the operator and what remained available for later events.

The wider policy setting is relevant but remains outside the causal model. Macao's Policy Address for the Year 2026 shows that appropriate economic diversification remains a continuing policy priority [25]. This provides a reason to ask what sport and entertainment events contribute, but a more varied calendar is not evidence of structural diversification.

The public record establishes a multi-purpose event setting. The Sports Bureau's 2026 calendar lists several sport competitions [26], while official venue pages present The Venetian Arena and Galaxy Arena as sites for sport and live entertainment [22,23]. These sources establish the setting, not the propositions.

Consider two events with similar attendance and attendee-journey patterns. In the first, local technical crews, transport operators, venue-service contractors and marketing firms hold substantive delivery roles. In the second, most specialist work is supplied by travelling or external teams. Attendee movement would not reveal the difference. The reverse is equally possible: attendees can move widely while the delivery network remains thinly connected to local providers.

Recurring use of the same arenas for sport competitions, concerts and other live events provides the kind of repeated management setting envisaged by P3. Public calendars can establish programming continuity; evidence that the same partners, routines or knowledge were carried across events requires longitudinal, event-level inquiry. Frequency alone is not evidence of event-hosting capability.

Official event pages that identify organisers, collaborators and sanctioning bodies can provide initial documentary traces of the delivery side [27], but not role depth or continuity. Macao therefore illustrates the questions generated by the framework rather than providing an empirical test of its propositions.

## 5. Boundary Conditions and Measurement

The framework has four principal boundaries. First, it addresses venue-based live events and is most useful where managers can coordinate a recognisable set of attendee-facing operations and delivery partners. Second, sport competitions and concerts are comparable sources of temporary demand, not equivalent products. Third, developmental event legacy is limited here to the venue-management dimension defined above: relationships, routines and knowledge that remain available for later events. Broader social, cultural or environmental legacies remain important but fall outside the present model. Fourth, the framework specifies the managerial conditions shaping the attendee journey more fully than those shaping the delivery network. What shapes the breadth and role depth of delivery participation is a necessary next step, and one for which the existing evidence base is thinner.

Measurement should preserve the distinction among venue-system success, breadth and durability. Attendance, utilisation and related commercial indicators speak to attraction and activation; operational records are needed to assess delivery quality. Surveys, mobility evidence and partner data can examine the attendee journey. Workforce records, delivery rosters, interviews and contract data can identify the event-delivery network. Durability requires time: repeat appointments, recurring partner relationships, changed routines and evidence that knowledge is mobilised in later events. Apparent divergence may otherwise reflect what was easiest to count.

Some parts of the framework are observable through public documents. Event calendars can establish programming continuity; integrated ticketing, transport, fan-zone information and other published arrangements can reveal attendee-journey coordination; event credits, disclosed partnerships and procurement notices may identify selected elements of the delivery network. Role depth, knowledge reuse and causal effects require event-level and longitudinal evidence, but documentary traces can identify the configuration within which those questions arise.

## 6. Implications

Conceptually, the paper separates two routes through which venue-system success may extend beyond the event night and adds a temporal question: whether those connections are reused. This locates event leveraging at the venue-system level, where programming and coordination connect temporary demand with attendee services and delivery relationships. Durability, in turn, explains why a busy calendar is not itself evidence of legacy; what matters is whether relationships, routines or knowledge are retained and improved across events.

For venue managers, this changes the evaluation conversation. Attendance, utilisation and audience experience remain essential, but they should be accompanied by evidence on managed attendee connections, the composition and role depth of delivery partnerships, and what was retained for later events. The aim is not to maximise geographical dispersal or local participation in every case. It is to make the chosen configuration visible and judge it against explicit objectives.

The distinction also helps managers decide where to intervene. If the attendee journey is weak, managers may need to reconsider ticketing integration, transport, wayfinding, fan-zone programming, event information or arrival and departure coordination. If the event-delivery network is narrow, the response may involve partner development, clearer role allocation, earlier engagement or deliberate opportunities for local providers to build experience. If relationships disappear between events, portfolio planning and knowledge capture matter more than another one-off activation.

Recent policy evaluation of Paris 2024 illustrates the value of examining employment pathways, skills, business participation and access to event opportunities alongside spectator indicators [28]. The framework translates that concern into a venue-management research agenda suited to qualitative inquiry. Comparative research across privately integrated, publicly owned and state-led venue systems—including Gulf host settings—could examine how governance, sourcing and workforce arrangements configure the attendee and delivery routes, and whether continuity develops into reusable event-hosting capability. Such studies would require event-level, organisational and longitudinal evidence.

The propositions invite empirical challenge. P1 is weakened if deliberate coordination does not extend attendee activity beyond what co-location predicts. P2 loses analytical value if evidence from the attendee journey reliably represents delivery-side breadth and role depth across venue configurations. P3 is challenged if continuity does not support the mobilisation and refinement of retained relationships, routines or knowledge in subsequent delivery. These tests require event-level and organisational evidence.

## 7. Conclusion

Sport competitions and concerts concentrate demand and operational work. A well-managed venue system can connect that temporary opportunity with an attendee journey and an event-delivery network. The harder question begins after the event night: what remains usable?

Value transmission makes that question manageable without turning a venue-management paper into a general theory of regional development. Breadth has two routes: attendee-side transmission through the attendee journey and delivery-side transmission through the event-delivery network. Durability concerns whether connections from either route become reusable event-hosting capability. Programming and coordination shape the first route; staffing, contracting and role allocation shape the second; repeated interaction creates an opportunity for learning and reuse. Ownership, governance, event format and destination conditions influence the configuration without dictating it.

How was the attendee journey managed? Who delivered the event? What remained for the next event? Together, these questions show whether venue-system success ended with attendees' departure or contributed to the capacity to host subsequent events more effectively.

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