

# From the legacy to the heritage of the 1984 Olympic Games: LA84 Foundation pathways

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## ABSTRACT

This study aims to analyse the management of the LA 84 Foundation, from the perspective of the 1984 OG heritage in order to confirm in practice Chappelet's (2015) theoretical proposal and the triple Helix perspective. To this end, the following goals: (1) detect which entities are present in the current management of the LA84 Foundation; (2) verify how LA84 manages, and funds or establishes partnerships in order to preserve its heritage and the interrelationships between the three agents of HT (private companies, universities, and government). Respondents were from sectors, namely VP of Programs and Scholarships, VP of Operations and Finance, VP of Development and Partnerships and the Consultant - former CEO of the Foundation, addressed in two categories: (a) Entities present in the management and activities performed and (b) Financial management and Fundraising and partnerships. Results. the Foundation's focus on three HT actors Universities, Companies and the Government. Entities interact to complement their roles and responsibilities in order to keep the foundation financially self-sustaining. Conclusions: (i) the Triple Helix model presents itself as a resource for the development of sustainability strategies in the management projects of the LA84 Foundation aiming at the continuity in the preservation of legacies since it has in its management the involvement of (ii) the model of having a non-profit entity - a foundation in this case - to bring together diverse entities in management and purposes is a positive strategy for the proper management of legacies and futures heritages from the organization of mega sports events.

**Keywords:** Sponsorship; Triple Helix; Sport mega-events; Sport management.

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## INTRODUCTION

The Los Angeles Olympic Games took place at a time of much international controversy. The fear of high costs, the fame of the “white elephants” as the result of the event, political boycotts, and terrorist attacks were so striking that potential host cities were afraid to host this mega event. In the case of the 1984, only Los Angeles was a candidate (Llewellyn, 2018). The city considered the most popular in the world in a modern culture marked the revitalization of the Olympic Movement because it was in this edition that the Olympic Games (OG) reached a new level through the commercialization of television and brand rights, surpassing records of television and sponsorship contracts.

The connection of the city of Los Angeles (LA) with the Olympic Movement is historical, starting from the attempts to host the 1924 and 1928 to the victory of the 1932. Even in the face of the current global financial crisis in the 1930s, OG proved to be a new milestone of triumph connecting the Olympic Movement to Hollywood glamor, as well as ceasing to be an elitist proposal to constitute the most significant entertainment event of its time. The 1932 OG were also the milestone for using existing infrastructure, such as the Colosseum Stadium, and even the iconic California Palms came from the Olympics “representing an investment of \$ 100,000 to plant 30,000 palm trees” (Llewellyn, 2018, p. 204). In addition to these highlights, during the odyssey of more than four decades, LA never failed to share an OG application as with Helsinki (1952), Melbourne (1956), Rome (1960), Tokyo (1964), Mexico City (1968), Munich (1972), Montreal (1976) and Moscow (1980).

Summing up its successful journey, the LA 1984 OG Committee endeavoured to reduce expenses and maximize revenues. The first step was to upgrade existing and reusable sports facilities. Of the 29 arenas used, only three were built and cost by the private sector. The total amount invested in construction was \$ 92,973,000 (Llewellyn, 2018, p. 207), an infinitely smaller resource compared to the previous edition, the Moscow OG 1980, with the latter contributing \$ 1,708,596,472 to costs” (Llewellyn, 2018, p. 207).

Another well-planned financial operation concerned television rights. It was in the 1984 edition of the OG that such rights began to be marketed as previously highlighted here. From this source of income alone came the amount of “\$ 287 million” (Llewellyn, 2018, p. 209). Also, concerning commercial relations, it was in this edition that the number of sponsors was limited by category, also guaranteeing exclusive contracts (Llewellyn, 2018, p. 209). There was a total of 35 commercial sponsors, 64 commercial suppliers, and 65 licensees who paid \$ 157.2 million for the exclusivity. So, unlike Montreal 1976, it had 600 sponsors with a revenue of just \$ 5 million and a significantly lower return on investment.

In retrospect, the amount of money collected for OJs of LA 1984 was \$ 768,644 million from sponsorship, tickets, TV broadcasting, and commemorative coins (Llewellyn, 2018). Thus laid out, the Los Angeles Olympic Games were the only edition in the history of OG to become a surplus and its remaining millions destined to open a foundation, one year after the end of the event, to continue sports and educational projects, contemplating children, youth and professionals. In the three decades after the Olympic Games, LA84, the Foundation's foundation name, was responsible for building or upgrading approximately 100 sports facilities (serving more than 500,000 youth annually) and funding scholarships for over three million Southern California youth. (Llewellyn, 2018, p. 217). For this reason, the Foundation can be considered an effective and highly productive legacy of the 1984 OG.

In this regard, it should be noted that some authors use the expression legacy to highlight both positive and negative consequences in the post-OG (DaCosta, 2015; Chappelet, 2012; Preuss, 2008). Thus, Chappelet

(2018) considers legacy from five years after the event and introduces the concept of heritage, this is framed as a long-term process in which the initial resource can represent a competitive advantage and is limited to a perspective of more than 12 years after the mega event, so that it can be seen as an active contribution to host cities (Chappelet, 2018). In this option, the legacy building process becomes a realized resource that can represent a competitive advantage for the event's host territory. Under these conditions, the concept of heritage is still "emerging in the academic literature" (Chappelet, 2015, p. 63).

However, for Chappelet (2015), the term heritage represents the long-term positive legacies of the OG. However, despite Chappelet's understanding of heritage in mega sports events, a lack of knowledge on the subject is identified in the literature. In this sense, to innovate and meet the demand of this new form of economy, the innovation process has become more interactive, involving various stakeholders who need to collaborate. To companies and suppliers, as well as government and educational institutions such as universities, they need to act as partners in organizing these Mega Events.

In this view of inheritance according to Chappelet (2015), the LA84 Foundation can be considered a 1984 OG heritage, has over 30 years of local experience and supports hundreds of Southern California youth sports organizations through scholarships, by training coaches, commissioning research, convening conferences and acting as a national leader in important youth sport issues. This capacity of the action occurs in order to integrate several stakeholders with different attributions.

Because the LA84 Foundation integrates various actors with different roles, we consider the theoretical framework Triple Helix (HT) (Etzkowitz; Leydesdorff, 1995, 1996, 2000) as the most appropriate to illuminate stakeholder relations with legacies typified as heritages. The HT model addresses the collaborative process between Government, Industry, and Universities. Entities can work together to leverage innovation in management, science, and technology (Etzkowitz; Zhou, 2006). HT provides a complementarity methodology of attributions between the three actors maximizing the strengths of each one in order to fill the gaps in their relationships. Thus, Etzkowitz & Ranga (2010) suggest that the HT model contributes to:

a) the production of relevant knowledge in universities and the transfer of this knowledge to society; b) technological innovation in companies; c) the innovation process; d) resource mobilization; e) increase industry participation in public research; f) fostering policies to support partnerships; g) ability to generate, appropriate and transfer technology (R&D); h) technology transfer; i) development of entrepreneurial activities; j) incubation program (venture capital); l) IP (Intellectual Property) and Patent Generation policies; m) creation of consortia.

In this context of understanding the HT model, this study aims to analyse the management of the LA 84 Foundation, from the perspective of the 1984 OG heritage in order to confirm in practice Chappelet's theoretical proposal published in 2015. To this end, the following goals:

(1) detect which entities are present in the current management of the LA84 Foundation;  
(2) verify how LA84 manages and funds or establishes partnerships in order to preserve its heritage and the interrelationships between the three agents of HT (private companies, universities, and government).

The preference for this Foundation as a research locus is due to the opportunity provided by LA84 to interview its managers face to face and on-site. In addition, the Foundation began its management one year after OG 1984, having more than 30 years of operation, thus constituting a long-term consolidated experience; It is managed by identifiable public and private entities of varying nature, allowing observations concerning the HT model; is self-sustaining, thus proving to be a viable heritage option.

## MATERIAL & METHODS

### *Participants and design*

We choose to conduct an interview with a semi-structured script applied by the head of this study to representatives of the Foundation's management committee because they are considered to be elite respondents, and they are more than five years old in their positions. Respondents were selected with a specific criterion, i.e., be responsible for the department corresponding to their previously defined categories.

Respondents were from sectors, namely VP of Programs and Scholarships, VP of Operations and Finance, VP of Development and Partnerships and the Consultant - former CEO of the Foundation., addressed in two categories: (a) Entities present in the management and activities performed and (b) Financial management and Fundraising and partnerships. All respondents signed the consent form to participate in the survey.

### *Procedure*

We used the pre-analysis of the content of Bardin (2011) to choose the categories, interpretation and treatment of data from the interviews. Each category was identified through their respective interviews, as shown in Table 1 in which VP represents "Vice President," the major operationally important function adopted by LA84.

Table 1. Categories and participants.

Categories	Participants
Entities present in the management and activities carried out	VP of Programs and Scholarships (PB) and Foundation Consultant (CF)
Financial management and Fundraising and Partnerships	VP of Operations and Finance (OF) and VP of Development and Partnerships (DP)

The study was conducted for convenience (Veal & Darcy, 2014, p. 403) so that respondents were chosen based on the criteria listed in Table 1. A Foundation consultant was previously contacted to review potential respondents. This consultant was chosen because he had participated in the Foundation's management since its inception in 1985. Thus, the semi-structured script was previously sent to him so that he could select, sensitize, and mobilize the respondent to participate in the study. He was asked to indicate potential respondents regarding the issues addressed in the roadmap. The consultant was also interviewed, totalling five respondents.

The semi-structured script was prepared by two experts in sports mega-event management, a specialist doctor from the State University of Rio de Janeiro (Postgraduate Program in Exercise and Sports Sciences) and a doctoral student from the same University and the Program. The interviews took place at the Foundation's headquarters in Los Angeles on August 30, 2018, with an average duration of 45 minutes per interview.

### *Analysis*

The interviews were recorded and transcribed by the interviewer, according to Silverman's methodological details (2010, p. 55). Soon after the transcription of the speeches, a detailed reading began to analyse the collected information identifying sentences for the answers about the management model. The study was submitted to the Ethics Committee of the State University of Rio de Janeiro and approved according to CAAE: 10532919.2.0000.5259. Finally, we analyse the data according to the theoretical framework of HT producing analyses, discussions, and conclusions in a summary table, which we present in the following section.

**RESULTS**

Table 2. Respondents citations.

Categories	Participants	Citations
Entities present in the management and activities carried out	VP of Programs and Scholarships (PB)	“We want children to have a kind of long-term experience over time, so we do not support one-off events and yes programs” “We use public swimming pools to offer lifesaving swimming, scuba diving, and water polo classes and introduce young people from Los Angeles to water sports.”
	Foundation Consultant (CF)	“the Foundation is managed through a board of approximately 20 people who are meet three or four times a year” “There is a group of actively engaged young athletes, called ambassadors, who act as an advisory board for the foundation, guiding grants, programs and activities”
Financial management and Fundraising and Partnerships	VP of Operations and Finance (OF)	“In three years, we made eight percent a year with the initial surplus of the original Olympic donation.” “Our actions are designed to integrate universities, government, and private initiative”
	VP of Development and Partnerships (DP)	“The LA84 Foundation as a living legacy of the 1984 Olympics thanks to partnerships with the public and private sectors” “The LA84 brand is well respected in the philanthropic sector and among millions of consumers who have benefited from its grants”

In this section and at Table 2, we present the data considering the respondents citations addressed in two categories: (a) Entities present in the management and activities performed and (b) Financial management and Fundraising and partnerships.

**DISCUSSION**

Based on the above results, this study presents the analysis and data interpretation considering also the two categories addressed: (a) Entities presented in the management and activities performed and (b) Financial management and Fundraising and partnerships.

***Entities present in management and activities performed***

This section presents the results to achieve the specific objective of examining Management Entities and their respective activities under LA84. To this end were interviewed: the VP of Programs and Scholarships (PB) and the Foundation Consultant (CF).

According to the Foundation's consultant (CF), “the Foundation is managed through a board of approximately 20 people who are meet three or four times a year” (CF). In support of the Foundation, the consultant added that “there is a group of actively engaged young athletes, called ambassadors, who act as an advisory board for the foundation, guiding grants, programs and activities” (CF). According to the consultant, “The

Foundation, which was established only one year after OJ, has the original vision of being independent, because being independent and not closely affiliated with any other organization, it can do more and have an autonomous voice and position itself in issues without having to worry about making people happy or unhappy”(CF).

Thus, it is understood that the Foundation was created without the intention of associating with any of the three entities of the triple helix, since it was not a company, government or university so that it had greater administrative and management freedom. The Los Angeles Olympics were surpluses, and the millions left in cash led to the opening of the LA84 Foundation. As a result, all of LA84's resources came from state investment and industry sponsorship. It then configures what Etzkowitz and Leydesdorff (2000) call the hybrid organization. This conception emerges in HT's third model of government, business, and university relations. The relationships that are processed in this model allow these institutions also to play the role of others, producing hybrid organizations that emerge from interfaces (Silva; Lopes; Netto, 2010). In this case, LA84 started to play the role of the university by constituting a knowledge space that would feed the innovation process.

Founded on a large budget, the Foundation's profile for the first 25 years was not a fundraiser, as suggested by the consultant's speech: “We have spent 25 years without raising funds, so it takes time to change the culture here and make people interested in raising money, and it also takes time to build our public profile so that companies want to join us”(CF). This report allows us to identify that although the State and industry leveraged LA84, the institution's economic sustainability process began only after 25 years of LA84's existence. Understanding the dynamics of innovation to sustainability is the main point added to HT's structure (Silva; Lopes; Netto, 2010). This point is critical to the continued existence of LA84, as long-term roles such as university or industry can undermine LA84's innovation process.

During the interviews, it was also found that the Foundation became responsible for granting scholarships and financial support to various sports programs. According to the VP of Programs and Scholarships (PB), over the past 30 years, the Foundation has supported about 3 million children in sports programs, more than 1,000 different organizations and about 80,000 coaches. He added: “We also use part of this money to build infrastructure, this is the legacy. Moreover, so we call it a living legacy and it will exist forever. So, the financial plan foresees us being able to make concessions forever”(CF).

To the infrastructure legacy, “there is an intellectual legacy through the library and the online collection, which is a way to keep the flame of our history alive” (CF). The responsible for this library is the CF, which adds that this is “a grand project considered a heritage of the Games because it is a repository, the Foundation's Digital Library. We make available to all our unique digital archives containing, reports, oral histories, articles on sport, and Olympic history. Our repository was built on the partnership with the IOC that authorized the LA84 Foundation to digitize the entire International Committee collection. There was no funding from the IOC, but the Foundation has taken advantage of the entire collection and with it today is the largest virtual repository of the Olympic Games”(CF).

The CF's speech is supported by consultation with the Chappelet source (2012) as this author recognizes as a great heritage an entity that perpetuates the memory of the mega event, giving us an example the foundation itself created in Los Angeles (fruit of OJ 1984) and including your email address ([www.la84foundation.org](http://www.la84foundation.org)). Ultimately, the consultant also attributes the LA84 Foundation's great success in integrating the different sectors: government, NGOs, companies, universities. Entities involved according to

their acting needs. In the interview with the VP of Programs and Scholarships (PB) and the Foundation Consultant (CF), the following data should be highlighted:

- 1) the government through the recreation and parks department with logistical support for university activities;
- 2) universities support managerial actions and knowledge production because students are volunteers in projects and assist in research development;
- 3) The company contributes resources to “adopting” projects as part of its social responsibility.

As for the grant application process, the Foundation receives applications from organizations and agencies throughout Southern California to support youth sports programs and activities. In general, the LA84 receives grants that enable the Foundation to support program costs, sports equipment, and the renovation of sports facilities or the renovation of playing fields, according to the VP of Programs and Grants (PB).

The VP (PB) states that the Foundation finances this variety of sports for a wide range of young people, especially in resource-poor communities. The interviewee stated that “every year he supports with about eighty grants and some of the NGOs receive repeatedly. They apply every two years through a new application. More than 2,000 different organizations received sport-only donations totalling about \$ 3 million a year. That is how we fund sports training and coaching to make sure the sports program is a good experience.”

Regarding event support, according to the VP (PB), there is no timely event funding because it is unique and independent: “We want children to have a kind of long term experience over time, so we do not support one-off events and yes programs” (PB). This last statement shows the Foundation's interest in supporting programs that are continually developing, believing that this is the only way to transform citizens, focusing on schools, girls, and young people with disabilities. The interviewee added that the foundation is not exclusively funding these three types of youth sports programs. However, based on 30 years of donations, programs, and partnerships, LA84 has identified the three areas above, school, girls, and youth with disabilities, as a priority.

In addition to grants, the Foundation and its partners offer online training resources and a wide range of coaching clinics (from volunteer parents to experienced high school coaches). According to VP (PB), all LA84 courses are available for free or at a significantly reduced registration cost. The LA84 training clinics and free online resources are safety and training for soccer, athletics, cross country, volleyball, water polo, baseball, and basketball.

In addition to these initiatives, another Foundation program is the Run4Fun Festival; this is the nation's most extensive high school cross country program which trains Los Angeles students to compete and compete in a 10-week program. The program introduces the high school youth of that city too long-distance running. The program runs from October to December and utilizes existing physical education classes and after-school sessions to give students an introduction to the race for fun, fitness, and competition. During the 10-week program, there are three timed competitions in Week 3, Week 5, and Week 7 at 800 meters, 1,000 meters, and one mile. These scheduled runs serve as training incentives for students and allow coaches to measure training progress and provide the LA84 Foundation with verification of participation in this athletic training.

Another LA84 Foundation Initiative Program is Summer Splash, to which VP (PB) adds: “We use public swimming pools to offer lifesaving swimming, scuba diving, and water polo classes and introduce young people from Los Angeles to water sports.”. More than 15,000 young people, ages 7 to 17, benefit from the

Summer Splash program each year. The program culminates each summer with competitive festivals in all four sports.

About the next steps for the Foundation, the VP (PB) believes that strategies for the future need to be established: "What we do is important, but we need to evolve to continue having an impact. We are putting more emphasis on school-based sports programs and children with disabilities and recruiting more children from low-income communities. For this, we need partnerships with universities and companies to research and provide specialized services, respectively" (PB). From this mention it is clear that the money received from the government needs to be complemented by the two other entities, which meets the Triple Propeller (Etzkowitz; Leydesdorff, 1995; Etzkowitz; Leydesdorff, 2000; Etzkowitz, 2005; Etzkowitz; Zhou, 2006 ; Silva, Terra; Votre, 2006; Silva; Lopes; Netto, 2010).

The VP (BP) report explicitly demonstrates that the institution's economic support needs the other two propeller blades. From legacy to heritage, there is an essential component: the empowerment of the actions of HT actors.

### ***Financial Management and Fundraising and Partnerships***

This section presents the results in an informative manner to achieve the specific objective of examining financial management and fundraising and partnerships under LA84. To this end, the respective VPs of Management of those functions were interviewed: VP of Operations and Finance (OF) and VP of Development and Partnerships (DP).

The Foundation, according to the VP (OF), began its management in 1985 with an appeal of \$ 92 million. Appeal from OG, this was because LA 84 recorded a previously unseen surplus in the history of this mega event (Llewellyn, 2018). When conducting this survey, 32 years after the foundation was established, the cash value is \$ 150-160 million. According to the VP (OF), the strategy was to apply for the money: "In three years we made eight percent a year with the initial surplus of the original Olympic donation."

With the support of nine current sponsors, the Foundation, according to the VP (OF), has the "great role of creating sustainability for its programs. For this, our actions are designed to integrate universities, government, and private initiative" (OF). He added that "the Foundation currently receives government funds from bank revenues from the 1984 Games and seeks partnerships with universities through volunteer and research programs, as well as companies to exchange services in a specialized way. In the latter case, the Foundation's largest source of funding is characterized, i.e., about 70% of revenue" (OF). This statement is in line with Etzkowitz & Ranga's (2010) vision to which they attribute the joint performance of the three entities of the HT model as a sine qua non for the financial sustainability of projects.

The VP of Development and Partnerships (DP) also regards "the LA84 Foundation as a living legacy of the 1984 Olympics thanks to partnerships with the public and private sectors" (DP). Through these partnerships, "the LA84 brand is well respected in the philanthropic sector and among millions of consumers who have benefited from its grants and programs" (DP).

In operational terms several types of partnerships are offered by LA84:

a) corporate; b) individual; c) supplier; d) unrestricted charitable donation and e) value in kind.

One can also customize a program that fits "the specific goals and objectives of our partners" ensure the VP (DP). Often better than the value in kind is the fact that the partner is an excellent service provider. An

example presented by VP (DP) is media partner Fox Sports West, who designs six videos a year for the Foundation. This service represents an aggregate value of \$ 50,000 per year. The interviewee also added that the search for partnerships needs to be strategically designed by the partner in order to become a gimmick and attract new partners.

The VP of Operations and Finance (OF) reported that the resources currently amount to half in cash and the other in services. "Partner trust is the basis for good sponsorship. At the end of the year, there may be some sponsors' money left over, but they call to ask if the Foundation needs financial support; this is about trust" (OF).

This trust is given primarily by the fact that there is a report on the activities carried out by the Foundation, a kind of accountability. The report is compiled by VP (DP) in conjunction with VP (DP). The latter respondent states that "most donors have their online platform for reporting return on investment with metrics to be met, which is their requirement for the Foundation" (DP).

Like every relationship of rights and duties, there is always a need to show the benefits of supporting LA84, i.e., the return on investment (ROI). The Foundation has four types of sponsorship: corporate, non-profit, individual, and government. It is also necessary to include the university as a validation agent of the actions carried out by the LA, through research and scholarships. As for sponsorship categories, as reported by the VP (DP), they are configured by sector: luxury, automotive, technology, airlines, consumer goods. According to the VP (DP), it is yet another attempt to find "who is in line with our values and our mission" (DP).

Relevant information from the VP of Operations and Finance (OF) experience is "becoming sustainable from the start". That is, what needs to be done is to work quietly behind the scenes for a few years; Finally, "we need to build capacity to raise funds in order to pursue financial sustainability" (OF).

When VP (OF) was asked whether the LA84 Foundation is considered a legacy of the 1980s Summer Olympics, it states: "Yes, there were two financial legacies, first the US Olympic Committee money for the development of athletes from elite, which went to a fund and is still funding elite athletes for the Olympic Games and the second being the 40% intended to create this foundation" (OF).

In conclusion, we present an analytical-descriptive summary table with the participating entities; the activities developed, the management of partnerships, and the fundraising and partnerships. In this procedure, in particular, a treatment of data obtained from Bardin's methodological guidelines (2011, p. 66) was performed. As such, this author foresees, for interview circumstances, cross-sectional analyses with cut-outs related to the subject matter, which is materialized in the construction of Table 3, which chose the university-government-business triad as a thematic base, besides of course the NGOs that provide operational support to LA84.

In summary, Table 3 content interrelationships confirm general compatibility of the LA84 with the triple helix model, although any of the respondents did not explicitly mention this condition. These informants, by the way, did not mention typical activities of the model detailed by Etzkovitz & Ranga (2010), previously discussed herein verbatim:

- a) Intellectual property development and patent generation;
- b) Incubation (Venture Capital);
- c) Holding consortia;
- d) Technological innovation in companies to serve some specific service of the Foundation and;

e) Tax waiver through government incentive laws.

Table 3. Analytical Summary: Entities, Activities, Financial Management, and Fundraising and Partnerships.

Foundation	Universities	Government	Companies	NGOs and sports projects
Financial and administrative management of OG LA84 resources	Relevant knowledge production and transfer to society	Mobilization of 50% resources from OG LA 84 and investment interest of 92 million resulting in 150-160 million	Mobilization of 50% resources which may be exchanged or kind.	Foundation beneficiaries may submit projects every 2 years
Scholarships for University Researchers	Policy Development to Support Partnerships	Policy Development to Support Partnerships	Policy Development to Support Partnerships	
Fundraising with companies	Volunteer program		Nine sponsors	
Partnerships: a) corporate b) individual c) supplier d) unrestricted charitable donation e) value in kind.				

In the final accounts, it is concluded that the triple helix model has been developing in an ad hoc and unplanned manner in LA84 transactions, as a natural consequence of the proper handling of the legacy of the 1984 Los Angeles Olympics Games. Note the sustainability and action of HT actors can later become the heritage of this mega event.

According to Etzkowitz (2005, p. 2):

*Beyond the development of new products, innovation means the creation of new configurations between institutional spheres. University-industry-government interaction is increasingly the strategic basis for social and economic development in developed and also developing industrial societies. The transition to a 'triple helix society,' characterized by interdependence between relatively autonomous institutional spheres, takes place from divergent starting points of 'stating' and 'free market' regimes. Potential sources of innovation develop sideways and vertically from bottom to top as well as top to bottom. Innovation potentials are leveraged as each actor "takes on the role of the other" and hybrid organizations, including elements that bring together University-Industry-Government (UIG), are invented. Many of these transformations can best be observed at the regional level.*

It should be noted in this model that the sustainability of an institution happens in three nonlinear mental spaces: knowledge, consensus, and innovation (Etzkowitz, 2005). "The creation of the mental space of knowledge, specific, but not exclusive to the university, brings together research activities with the social

return, focused mainly on development” (Silva; Terra; Votre, 2006, p. 171). The spaces of consensus and innovation are then built cooperatively among HT actors. Thus, the organization and approach of the actors allows the “cyclic, spiral, cumulative and continuous movement of the creative and innovative process, as recommended in the triple helix model, launched in the 1990s by Henry Etzkowitz and Loet Leydesdorff” (Silva; Terra; Votre, 2006, p. 168).

## CONCLUSION

As expected, for this research and based on the data and interpretations of the previous section, we can confirm the government, the company and the university as entities present in the management of the LA84 Foundation. Also, appropriately, the Foundation is currently able to manage resources and partnerships that enable the preservation of legacies and heritages that emerged after 1984.

It is clear from the interviewees' statements that the government supports the Foundation with the proceeds from the surplus of 92 million OJ LA 1984 in the form of interest on investments in accounts managed by government organizations. The companies support part of the current expenses. The university contributes to researching scholarships that they pocket via the Foundation. The latter also plays a vital role through its various academic volunteers to obtain complimentary hours in their courses.

Partnership management and fundraising are organized into five types: a) corporate b) individual c) supplier d) unrestricted charitable donation e) value in kind, broken down by sector: luxury, automotive, technology, companies consumer goods, and the most crucial criterion for partner search is alignment with the Foundation's mission and values.

That said, it is confirmed that (i) the Triple Helix model presents itself as a resource for the development of sustainability strategies in the management projects of the LA84 Foundation aiming at the continuity in the preservation of legacies since it has in its management the involvement of (ii) the model of having a non-profit entity - a foundation in this case - to bring together diverse entities in management and purposes is a positive strategy for the proper management of legacies and futures heritages from the organization of mega sports events.

However, assuming the improvement of the LA84 device in light of the HT model in future perspectives and still considering the positions found in the literature review, predictable paths are evidenced for: (a) the development of start-ups from social projects or universities, which are considered a talent pool for entry into the job market; (b) the Foundation's focus on three HT actors could appropriate the assignment of bringing companies closer to its portfolio to start-up incubation and acceleration programs; (c) foster the ability to generate, appropriate and transfer technology (R&D). The platform created for the repository could be shared to be a hub so that other editions of OG could use it, thus creating a significant international Olympic Games memory centre.

Future research suggests building scenarios in which start-up models - innovative companies by definition - are adequately tested in the context of the applicability of the triple helix theory.

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The study complies with the current laws of the country in which it was performed.

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