



MODULE 6– Management for Sport Events

Session: 1

Slide 3 - Learning outcomes

This module is the last one of the training programme and deals with the management for sport events. The main objectives are to learn and understand the main concepts associated with sport events and their impact on society, as well as the main phases for their implementation, the bidding process and essential aspects regarding their budget. Once the theoretical content has been taught, the practical part will be carried out, the aim of which is to put into practice the knowledge acquired through an original project for the creation of a sports event, its presentation and critical evaluation.

The main learning outcomes of this module are:

- To know the definition and purpose of sport events.
- To know about the role and importance of major sport events.
- To understand how to successfully implement and manage sport events.
- To understand the main phases of the planning process of sport events and main tasks involved.
- To be able to design, prepare, implement and report of the sports event.
- To be able to develop and implement the Project Management Plan.
- To be able to monitor, control and evaluate the project.

Slide 4 – Introductory video

Watch the video!

Slide 5 – Management for Sport Event

Before starting with the theoretical content of the module, try to answer the following questions:

- 1) What knowledge do you have about organizing sports events?
- 2) Have you ever organize one and what do you consider is the most important when organizing an event?

Slide 6 – Topic 1: Definition and purpose of organizing sport event

Sports events, in a more or less structured way, have always been present in the history of mankind. From the management of athletic activities in classical Greece and Rome taken as the origins of sports organization, through the emergence of contemporary sport in England in the eighteenth and nineteenth centuries, and the restoration of the Olympic Movement in the late nineteenth century, to the present day, where sport and specifically sporting events



are part of the occupation of leisure and recreational time of the population (Añó, 2000, 2003; Añó et al., 2010; Sánchez-Sáez, 2021).

More specifically, Añó (2000, 2003) defines a sporting event as the set of sporting activities that make up a specific event, complex in its organization, of a diverse nature, and which has a high level of social impact, with a strong media presence, which causes environmental impact and autonomously generates economic income. This generic definition of sports event allows encompassing multiple events, due to the fact that it does not determine the scope of the media presence, nor the revenues, nor the concept or type of activity (Sánchez-Sáez, 2021). However, it is necessary to establish the characteristics of each sporting activity to determine whether it meets the requirements to be considered a sporting event (Añó, 2003).

Slide 7 – Topic 1: Definition and purpose of organizing sport event. Sport event classification

Within sporting activities, which could be defined as the set of actions related to the systematic practice of physical exercise, whose purpose is to overcome a goal or beat an opponent in competition subject to certain rules, there is a more advanced and complex level of organization of these, of different origin, thus forming the sporting events and these could be classified into two main groups (Añó, 2000, 2003):

1. *Occasional events*: understood as sporadic events, which are normally repeated annually, such as marathons, urban races, championships and tournaments of any sport, etc. Three subgroups are also established:
 - a) Occasional: lower level of complexity (popular races, cycling events, etc.). Held once a year or simply do not have continuity.
 - b) Extraordinary one-off events: medium or maximum level of complexity (qualifying stages of European or World Championships).
 - c) High-impact one-off events: maximum level of complexity (Olympic Games or World Football Championships).
2. *Permanent events*: conceived as activities that are repeated continuously throughout the year, on a fortnightly or weekly basis, such as team sports leagues. The characteristics of this group would be reflected in a single subset:
 - a) Habitual: medium level of complexity. Events with routine organizational systems that are repeated every fortnight or less.

Slide 8 – Topic 2: Role and importance of major sports events affecting sectors such as urban regeneration and tourism and its impact on economic factors

Research carried out in recent years has highlighted the positive impacts of holding major sporting events on the economic, tourism-commercial, physical-environmental, socio-cultural-sporting, psychological and political-administrative levels in those territories that host them. However, the expected positive impact is not always achieved, but rather a negative one, as



this depends mostly on proper prior planning and structuring, as well as on the analysis of the influence of the impact not only on the athletes who participate in it, but also on the residents of the municipality, shopkeepers, businesses, local associations, etc. (Kim et al., 2006; Lorde et al., 2011; Prayag et al., 2013), and strategies should be promoted to minimise negative impacts and maximise positive ones (Añó et al., 2014; Calabuig et al., 2014; Kaplanidou et al., 2013; Lin & Lu, 2016; Ma et al., 2013; Sánchez-Sáez et al., 2018; Scheu & Preuss, 2018).

In line with the above, major sporting events have been configured as a strategy to boost the local development of the municipality and/or country that hosts them, as well as to improve its positioning as a tourist destination, either through the bidding process or the execution of the event itself (Sánchez-Sáez, 2019; Turco et al., 2003; VanWynsberghe et al., 2012). Therefore, organisers increasingly focus on the legacy of the event as the main organisational strategy, understood as Irrespective of the time of production and space, all that is planned and unplanned, positive and negative, tangible and intangible structures created for and by a sport event that remain longer than the event itself (Preuss, 2007). Examples include the construction of sports facilities and venues, public transport, hotels, restaurants, regional, national and international exposure, increased leisure activities, increased sense of pride and identity on the part of residents, the establishment of educational and health programmes, etc., which impact on both local development and the development of the local community, which impact both local development and tourism, to a greater or lesser extent, due to the large number of actions that are carried out in a mega-event of this type, which have the capacity to modify the urban structure and cause an increase in investment and employment, which can subsequently be enjoyed by citizens (Sánchez-Sáez et al., 2021a).

Slides 9 and 10 – Topic 2: Role and importance of major sports events affecting sectors such as urban regeneration and tourism and its impact on economic factors. Positive and negative impacts

Research carried out in recent years has highlighted the positive impacts of holding major sporting events on the economic, tourism-commercial, physical-environmental, socio-cultural-sporting, psychological and political-administrative levels in those territories that host them. However, the expected positive impact is not always achieved, but rather a negative one, as this depends mostly on proper prior planning and structuring, as well as on the analysis of the influence of the impact not only on the athletes who participate in it, but also on the residents of the municipality, shopkeepers, businesses, local associations, etc. (Kim et al., 2006; Lorde et al., 2011; Prayag et al., 2013), and strategies should be promoted to minimise negative impacts and maximise positive ones (Añó et al., 2014; Calabuig et al., 2014; Kaplanidou et al., 2013; Lin & Lu, 2016; Ma et al., 2013; Sánchez-Sáez et al., 2018; Scheu & Preuss, 2018).

In line with the above, major sporting events have been configured as a strategy to boost the local development of the municipality and/or country that hosts them, as well as to improve its positioning as a tourist destination, either through the bidding process or the execution of the event itself (Sánchez-Sáez, 2019; Turco et al., 2003; VanWynsberghe et al., 2012). Therefore, organisers increasingly focus on the legacy of the event as the main



organisational strategy, understood as Irrespective of the time of production and space, all that is planned and unplanned, positive and negative, tangible and intangible structures created for and by a sport event that remain longer than the event itself (Preuss, 2007). Examples include the construction of sports facilities and venues, public transport, hotels, restaurants, regional, national and international exposure, increased leisure activities, increased sense of pride and identity on the part of residents, the establishment of educational and health programmes, etc., which impact on both local development and the development of the local community, which impact both local development and tourism, to a greater or lesser extent, due to the large number of actions that are carried out in a mega-event of this type, which have the capacity to modify the urban structure and cause an increase in investment and employment, which can subsequently be enjoyed by citizens (Sánchez-Sáez et al., 2021a).

Specifically, the positive impacts of major sporting events on urban regeneration include, among others, the construction of new facilities, the improvement of local infrastructure, the preservation of local heritage, the promotion of the environment and, of course, the impact on sport itself. However, as indicated above, these events can also lead to negative impacts on urban regeneration, such as ecological damage or increased pressure on natural areas, changes in natural processes, architectural pollution, destruction of heritage, overcrowding, as well as overuse, underuse or underutilisation of facilities (Sánchez-Sáez et al., 2021a).

Furthermore, the relationship between sporting events and another of the most important sectors, tourism, stands out, as this type of event is one of the most popular and, consequently, one of the fastest growing according to tourism marketing studies (Ma & Rotherham, 2016). This "sports tourism" includes both participants and spectators of sporting events (Cardeira & Nunes, 2012), although the latter are more relevant when it comes to mega-events (e.g. Olympic Games or World Championships) or major sporting events (e.g. professional football league matches), since participation at the sporting level is restricted according to issues such as the competitive level of the athlete/team and possible previous ranking (Getz & McConnell, 2011).

These sporting events become a key factor for tourism in certain regions (Getz, 2008) and generate tourist motivation in a specific location for a certain period of time, both for spectators, participants and the staff involved in organising the event (Sánchez-Sáez, 2019). Furthermore, holding sporting events allows for the deseasonalisation of tourism in certain regions, guaranteeing their long-term economic and social viability and versatility (Cardeira & Nunes, 2012; González-García et al., 2020).

At a general level, the positive impacts generated by sporting events on both tourism and trade include, for example, the development of the tourism industry, increased awareness of the city as a tourist destination, increased awareness of the potential for investment and development of commercial activity in the region, the construction of new accommodation and attractions for tourists, the creation of brand image and increased entertainment offerings. However, as with the expected benefits in terms of urban regeneration, sporting events can also result in negative impacts such as the acquisition of a bad reputation due to inadequate facilities, increased crime, high prices that impact on residents, or negative reactions from existing businesses due to the possibility of new competition from local labour

and government support (Sánchez-Sáez et al., 2021a).

Therefore, to achieve the desired impact, not only economic issues should be prioritised, but also those that directly affect the perception of residents and other stakeholders, understood as those people, groups of people or entities that are or may be affected positively or negatively by the holding of the sporting event in their environment (Sánchez-Sáez et al., 2021b), as there is evidence that citizens value intangible impacts - pride, image, community cohesion, local development, etc. - more highly than tangible ones - pride, image, community cohesion, local development, etc. (Bull & Lovell, 2007; Sánchez-Sáez et al., 2020) more than the tangible ones -infrastructure, benefits, etc.-. Furthermore, these sporting events should be understood as an instrument within a social marketing strategy and not as isolated events that are held sporadically and without continuity (Ziakas & Costa, 2011) since, when properly framed, they become a catalyst for the development of any locality, energising and developing the general socio-economic fabric of the territory (Lee, 2001; Sánchez-Sáez, 2019; Sánchez-Sáez et al., 2018; Sarmiento et al., 2011).

Slide 11 – Topic 3: The bidding process

Hall (1996) considers that cities are becoming increasingly competitive as they seek to attract investors and create employment opportunities in the global economy. Bidding to host events is an increasingly competitive strategy, thus the main functions of events for a city/region are to focus attention for a short period, to present itself as an attractive holiday destination and to enhance its tourism image (Ahmed et al., 1996).

In this regard, Crockett (1997) argues that sport is becoming a very competitive industry in terms of events, and suggests that there is a need to be more proficient in the bidding process, not only because of the increased competition in international events, but also because there are a relatively limited number of them.

Good strategic planning is necessary for a successful event bidding process, as Getz (1989) adds that lack of planning is evidenced by the "white elephants" that remain after the event is over.

Slide 12 – Topic 3: The bidding process. Factors to succeed in the bidding process

The following are a series of aspects that must be addressed to ensure a successful bidding process, according to Gauthier (2011):

1. Lack of competence

An uncompetitive bidding process may run the risk of attracting too few bidders, leading to suboptimal bids. This is important for sports bodies, as a larger number of bidders should produce better bids through competition.

When it comes to the bidding process for the Olympic Games, the Olympic ideal is best served if there are several competing bidding cities. The day when the number of bidding cities is reduced to one or two is the day when the IOC will no longer have the upper

hand. When that happens, as it did in Los Angeles in 1984, the city will dictate its own terms and this could threaten the integrity of the Olympic brand.

On the other hand, lack of competition can be created "naturally", as bidders are the ones who decide of their own free will not to bid for a particular event, or "artificially", as the organising institution limits competition through rules and restrictions.

In this sense, the main concern of the lack of competition is the absence of incentives for a bid to exceed the minimum. If there is no competition, whatever the bid details will be technically sound enough to be accepted by the international organisation. Thus, there would be no incentive to save costs, create a special legacy (cultural, environmental, etc.) or do anything beyond simply installing an infrastructure and promising to do it well.

It is clear that limiting competition in bidding poses serious problems, as lack of competition can lead to sub-optimal bids.

2. Economic inefficiency

It is clear that multiple bids are valuable, as competition leads to better bids and more control over the sports organisation over the bidding process. When competition is artificial, bids and States suffer.

Bids actually cost cities and countries a lot of money, so it is considered a waste of money when you bid if there is really no chance of winning the competition.

A clear example was that FIFA banned joint bids from two countries. FIFA encouraged this practice for the 2002 World Cup, and FIFA has allowed it for the 2018 World Cup, even though it has scorned it in the technical evaluations, this is clearly an example of a rule change that can cost countries millions of dollars in bid preparation.

3. Lack of transparency in the bidding process

One of the concerns about holding an event is the true costs associated with the event. What the "true costs" are is a moot point. It is extremely difficult, if not impossible, to calculate the costs of displacement of people for the construction, the impact of jobs due to the event, the loss of productivity hours, etc.

This, combined with the continuous reappearance of "white elephants" (stadiums and infrastructures that are rarely, if ever, used again), shows that economic transparency leaves much to be desired.

Another worrying aspect is corruption in the bidding process, whether it is "vote buying" within the international organisation, or collusion between bidders, it is clear that corruption still exists.

For what is sought throughout the tendering process is to minimise possible incidents of corruption, through greater transparency, as there are rules and sanctions in place to minimise this type of corruption.

Slide 13 – Topic 4: Budgeting

According to Magaz-González & Fanjul-Suárez (2012), the financial aspect is controlled through the preparation of a budget for the allocation of funds earmarked for the project. The formulation is specific to each project (event). The adaptation of the expense and income statements to the project depends on a good conception of the project: phase structure, definition of tasks, responsibilities, allocation of resources (without forgetting the necessary

controls to detect changes beyond the budgeted amount). Budgets can be prepared according to areas, tasks, time periods, etc. On the one hand, the organization's own funding for specific projects. On the other hand, how - and how much - other funding will be raised must be determined: The first revenues come from the sale of image rights: the transfer of licenses and plaques for development, as well as broadcasting rights and subsidies. In addition, there are commercial agreements with sponsors and promoters, advance sales of tickets and fan merchandise, advertising revenues, revenues from partner companies and, finally, the sale of tickets, vending machines and bar-restaurants. It is quantified in the projected income statement. Recurring costs must also be calculated.

Recurring costs (electricity, telephone, water, internet, etc.), personnel costs, security, infrastructure and environment, rents, contracts with companies in different sectors, leases, purchases, acquisitions, accommodation, transportation, purchase of software, public relations, costs for ceremonies, promotional activities, logistics for ceremonies, promotional activities, logistics of materials, trophies, insurance, etc. In this type of project (where an event is a service), the direct costs of labor costs are an important part of the budget for project expenses. In addition to the economic costs of the project, other types of costs must be measured: political, social, environmental, and other costs. It is important to remember that the schedule must be feasible and can be adjusted. Criteria for acceptability of change must be established. When there is a high degree of uncertainty about the project, it is necessary to plan with greater flexibility, without strict controls, accepting a high degree of change, and with the ability to make important decisions. The more complex the event, the more precise the steps must be, i.e., the more detailed the plan, the greater the control. Large events require more coordination between areas and between time periods, so more detailed rules are necessary.

Slides 14, 15 and 16 – Topic 5: Planning process. Planning process: pre-event

1. Pre-Event - The planning phase:

1.- Determine the objectives and define the type of event and its name according to its purpose.

Once the theme has been chosen, the objectives to be reached or achieved through the activities to be carried out should be clearly defined.

2.- Appointing the Organising Committee

Its members are responsible for the planning of the event, their number varying according to the magnitude of the event and other specific conditions of the event.

3.- Determine the number and type of Guests, Participants, Delegates, Speakers and Accompanying Persons.

4.- Select the Date

The following aspects should be taken into account when selecting the date of the event:

- Whether there is sufficient time for the required organisation.



- Avoid the date coinciding with the date of a similar activity or one aimed at the same type of audience.
- Make sure that there is no conflict with dates of religious celebrations, national or regional festivals.

5.- Select the venue(s).

6.- Draw up the general schedule of activities.

7.- Estimate the human, material and technical resources.

8.- Elaboration of the Budget.

9.- Promotion of the Event.

10.- Design and Elaboration of printed material.

11.- Selection and Training of Personnel.

12.- Acquisition or Contracting of materials, equipment or services.

Slide 17– Topic 5: Planning process. Planning process: event

2. Event - The implementation phase

- This is where all the activities planned during the pre-event will be carried out.
- It will consist of the meeting of all the people involved in the event, at the estimated place and time, guided by the programme that the organising committee prepared for the event.

Slide 18– Topic 5: Planning process. Planning process: post-event

3. Post-event - Outcome evaluation

1.- Compilation and filing of information relevant to the Event

At the end of the event, the commissions must submit a report of their activities, which will form part of the Event Report, detailing aspects such as: history, summary, programme, papers and conclusions, if any. This information should be kept in an orderly fashion for future reference.

2. Acknowledgements

Thank you letters or notes should be sent to all those who made it possible for the event to take place as planned (sponsors, speakers, etc.).



3.-Evaluation

This consists of measuring whether or not what was planned was fulfilled at the right time.

4.-Fulfilment of commitments made

It is very important that the organising committee complies with the agreements made in favour of the success of the event. This is how the credibility and responsibility of the organising group is created.

5.- Annual report and accounts

It is a document that narrates all the activities carried out by the Organising Committee. It is a general report of the event.

Slide 19– Topic 6: Organisation of the event (all phases). Phases of event organization

According to Magaz-González & Fanjul-Suárez (2012), the sport event planning process requires a distribution of the tasks in diverse phases, which consists of the distribution of performance and time in different blocks of work necessary to complete the project.

Slide 20– Topic 6: Organisation of the event (all phases). Phase 0

Phase 0 or preliminary: Preliminary o Presentation of the candidature: in this phase a report is prepared, and the campaign is carried out to gain support for the candidacy with the best strategy.

Slide 21– Topic 6: Organisation of the event (all phases). Phase 1

Phase 1: Definition and Design of the Event Characteristics: it corresponds to the development of the event's strategic plan. This phase answers the questions: what do you want, why do you want it, what do you want it for, what do you want it for, and why do you want it? The objectives-goals-constraints are formulated and set. The event is configured (definition of the main variables of the event: typology, duration, infrastructure duration, infrastructure, human resources, technical-sporting characteristics involved, etc.).

Slide 22– Topic 6: Organisation of the event (all phases). Phase 2

Phase 2: Event Structure Design and Scheduling: this phase answers questions such as: what to do, who to do, how to do, when to do, how much to do, where to do. The structure of the event is designed and the project is programmed. It corresponds to the actions of the structural plan and operational plan. This is the most important phase, the design phase of the project, since the success of the event depends on it.

Slide 23– Topic 6: Organisation of the event (all phases). Phase 3



Phase 3: Performance (execution) and celebration of the event: this is the executive phase. Development of the project itself and realization of the event. It also corresponds to the operational plan, but in response to the issues raised above: all the planned tasks are executed, all the processes systematized in phase 2 are carried out, all the established relationships and the designed correlation, communication and supply chains are activated, all the planned resources are used, and all the planned resources are used.

Slide 24– Topic 6: Organisation of the event (all phases). Phase 4

Phase 4: Evaluation: last phase of project evaluation, both financial and organizational, political, social and sporting. It includes the preparation of a report, publication of event results, reproduction of images, compilation of press releases, analysis of survey results and statistics, settlement, post-event meetings of the organizing and executive committee.

Slide 25– Learning activity 1: Planning your sports event.

1.- Determine the objectives and define the type of event and its name according to its purpose.

This first decision will guide the rest of the sections. It is recommended that you select a type of event and sport that you are familiar with. You can be helped in this first phase by other examples you know already and also taking into account the current needs of your sports organisation.

2.- Appointing the Organizing Committee.

In this section it is important that you think about the number of people who will make up the organising committee as well as the role that each of them will play. Similarly, the committee can be made up of only people from your organisation or you can involve other stakeholders depending on their area of expertise and knowledge. Finally, you should think about the relationships that will be established between the members to foster synergy and effective communication.

3.- Determine the number and type of Guests, Participants, Delegates, Speakers and Accompanying Persons.

Try to be realistic about the scope of your event in terms of available resources and expected impact.

4.- Select the Date.

Check that there are no similar events in the surrounding area that may overlap and that the date does not affect previously planned activities in the sports organisation or the competition calendar.

5.- Select the venue(s).

When selecting the venue, it is important that it is adapted to the characteristics of the event, as well as the valuation of the assignment, rental or any other circumstance that may affect its availability, depending on the available resources and collaboration networks.



6.- Draw up the general schedule of activities.

Remember that on many occasions the sporting event is not only made up of activities related to the sport itself, but also of complementary activities aimed at both participants and spectators (congresses, stands, etc.).

7.- Estimate the human, material and technical resources.

To do this, think about the resources you currently have and how you could use them, as well as those that need to be acquired, but always bearing in mind the associated costs and the legislation in force regarding the minimums established for each of them. It is also advisable to analyse the collaboration networks available, both public and private, which can provide specialised personnel, material, supplies, etc.

8.- Elaboration of the Budget.

Based on the needs identified in the previous sections, try to outline a draft budget for the event. In case it is not affordable, think of possible solutions to reduce costs and modify the affected sections (e.g. shortening the duration, collaboration of sports volunteers, etc.).

9.- Promotion of the Event.

Think about your target audience and decide how you are going to promote the event, both in terms of the content you want to convey and the way you want to do it.

10.- Design and Elaboration of printed material.

When deciding what printed material is necessary for dissemination, it is advisable to reflect on whether it is necessary for the target audience of our event, trying to prioritise whenever possible the use of new technologies such as web pages, sending e-mails, use of informative QRs, etc.

11.- Selection and Training of Personnel.

Once you have defined the staff you need to carry out your event, you should think about how you are going to proceed with the selection of these profiles and whether they need prior training provided by the organisation to perform their tasks correctly. This selection and training can be carried out either directly by the organisation or by a specialised external company.

12.- Acquisition or Contracting of materials, equipment or services.

Once the necessary resources are known, the most appropriate means of obtaining them should be analysed. In this regard, the type of organisation (public or private), applicable legislation and issues related to Corporate Social Responsibility, among others, should be taken into account.