

Global Sports Events Management - Assignment 1

by George Mead

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Global Sports Events Management
Sports Event Proposal and Operational Plan
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Executive Summary

This report considers Masterman's event planning process in relation to a new sporting event in Bridgend County Borough. The key event objectives and concepts have been identified and proposed. An operational plan has also been completed, focusing primarily on the feasibility and implementation stages of Masterman's theory.

<u>Contents</u>	<u>Page</u>
1: Introduction	5
2: Event Overview	6
2.1: Objectives	6
2.1.1: Why Stage the Event?	6
2.1.2: Event Purpose	7
2.1.3: Who benefits and how?	7
2.1.4: Type of Benefits	7
2.2: Concept	8
2.2.1: Event Details	8
2.2.1.1: Scale	8
2.2.1.2: Timings	9
2.2.1.3: Venue and Facilities	9
2.2.1.4: Target Market	9
2.2.2: Strategic Partners	9
2.2.3: Decision-Makers and Stakeholders	10
2.2.4: Situational Analysis	10
2.2.4.1: SWOT Analysis	10
2.2.4.2: PEST Analysis	10
3: Operational Plan	11
3.1: Responsibility of Delivering Short and Long Term Benefits	11
3.2: Resources	11
3.2.1: Human Resources	11
3.2.2: Facilities and Equipment	12

3.2.3: Marketing and Promotion	12
3.3: Nature and Timing of Partnerships	13
3.4: Budgets	13
3.4.1: Venue	13
3.4.2: Marketing	13
3.4.3: Staff	14
3.4.4: Volunteers	14
3.5: Health and Safety	14
3.6: Critical Path Analysis	15
3.7: Evaluation and Feedback	15
4: Conclusion	15
5: References	16
6: Appendices	19
6.1: Figure 1 – Bridgend Events Calendar 2016	19
6.2: Figure 2 – Bridgend Events Calendar 2017	20
6.3: Figure 3 – SWOT Analysis	21
6.4: Figure 4 – PEST Analysis	21
6.5: Figure 5 – Flyers	22
6.6: Figure 6 – Profit and Loss Forecast	23
6.7: Figure 7 – Risk Assessment	24
6.8: Figure 8 – Checklist	24
6.9: Figure 9 – Gantt Chart	25
6.10: Figure 10 – Questionnaire	26

1: Introduction

Sports events are held by hundreds of different organisations around the world (Greenwell, Danzey-Bussell and Shonk, 2014, p.3). They can be classified into two categories; major events, such as the Olympic Games, attract large, global audiences, whereas minor events draw small, local audiences.

The purpose of events also differs. Smith (2007, p101) suggests “hosting the Olympics has become a popular strategy for urban regeneration”. This was witnessed in London where major regeneration took place to create the Olympic Park. Minor events focus more on increasing participation in sport or improving community cohesion.

An area where a new sports event could occur is Bridgend County Borough. The region’s event calendar consists largely of minor events including local rugby, football and cricket fixtures played on weekends. Parkrun takes place in towns across Bridgend on Saturday mornings. The borough will also host a major sporting event in 2017, the Senior Open Golf Championship in Porthcawl. This event was previously held there in 2014 and “generated £2.16m for the local economy” (Bolter, 2016).

[See Appendices Figures 1 & 2: Event Calendar]

The 2014 Senior Open was a success and created a sense of community pride. Raj and Musgrave (2009, p.18) believe “community pride can lever additional community participation”. Bridgend County Borough Council (BCBC) could have used this event as a springboard to introduce community sporting events. It is considered a weakness that there are no community events aiming to increase participation throughout Bridgend.  1

To create a sporting event, an event planning process should be considered.

Masterman’s (2009) process consists of: objectives, concept, feasibility, implementation planning, implement event, handover, evaluation and feedback.  2

2: Event Overview

The Bridgend Family Games is a community sports event targeting families. Bowdin et al. (2011, p.19) suggest community events “help to expose people to new ideas and experiences, encourage participation in sports and arts activities”. Based in Halo Leisure Centre, this event will take place on Sunday July 30th 2017 from 10am until 5pm, consisting of six taster sessions in badminton, table tennis, volleyball, kwik cricket, squash and basketball. The hall will be split into five activity areas, with two adjacent squash courts also being used.

Sessions will be run by coaches from Badminton Wales, Table Tennis Wales, Volleyball Wales, Cricket Wales, Wales Squash and Racket, and Basketball Wales, the sports’ National Governing Bodies (NGBs). Each individual session will last 20 minutes, accommodating approximately 20 to 25 participants.

NGBs will also have stalls offering information on future opportunities to participate.

2.1: Objectives

According to Masterman (2009, p.62), “the objectives determine the nature and scale of the event”. Objectives relate to the purpose of the event, who will benefit and the types of benefits.

2.1.1: Why Stage the Event?

The lack of community sporting events is an important reason to stage the Bridgend Family Games. BCBC (2016) aim to “support local people and communities to live healthier and more active lives”. It is felt that this event could be a key driver for BCBC to achieve this aim by offering sporting opportunities for families.

Similar events, such as the ‘Community Games’, have generated much interest. The Community Games (2016) attempt to “get families and communities more active. It also creates many other beneficial outcomes – encouraging volunteering, engaging communities, building local partnerships and improving health”. There have been over 4,000 Community Games, with 3 million people participating across England.

2.1.2: Purpose of the Event

The purpose is to engage the local population in sports, thus increasing the level of participation and physical activity. NHS Wales (2015) indicate that almost 58% of adults and over 25% of children in Bridgend are overweight or obese. This event will educate attendees about how to live an active lifestyle and how participation in sport will increase their well-being.

There is a link between this event and the Future Generation Act, which aims to create “a healthier Wales – a society in which people’s physical and mental well-being is maximised and in which choices and behaviours that benefit future health is understood” (Welsh Government, 2015, p.6).

The event will bring communities from across Bridgend together, creating greater social interaction and a better-connected Bridgend.



2.1.3: Who Benefits and How?

The event will create short and long term benefits for people and organisations.

Families will be the primary beneficiaries. Through providing education and opportunities to participate in sports, they will benefit from becoming more active in the short and long term.

Local clubs may witness an increase in members as attendees are inspired at the event and decide to continue their participation. Halo could benefit by showcasing their facilities to potential customers.

The NHS could also be a long term beneficiary. NHS Wales (2014) state “illnesses associated with obesity are estimated to cost the Welsh NHS more than £73m a year”. Although the event is on a small scale, it could play a role in reducing obesity levels within Bridgend.

2.1.4: Types of Benefits

Politically, this event will be beneficial as it considers Welsh Government initiatives including the Future Generations Act. It also mirrors BCBC’s aim of creating a more

active population. Sport Wales' vision is reflected as they "see the benefits of sport in the widest sense, not solely on improving the physical health of a nation, but also in bringing the communities together, building confidence in young and old, providing new skills and training" (Sport Wales, 2011, p.4).

This links with social benefits. Taylor et al. (2015, p.6) believe sport contributes by "increasing social connectedness and a sense of belonging". People from across Bridgend will come together at this event, interacting in a positive learning environment.

There is also a sporting benefit as the event could increase participation at local clubs.

2.2: Concept

According to Masterman (2009, p.65) the concept should consider "the scale of the event, how it will operate, the timing involved, locations and venues, the facilities required and already available".

2.2.1: Event Details

2.2.1.1: Scale

This is a relatively small event, aimed at 350 to 400 attendees. This has been decided as overcrowding could dissuade people from participating. Online pre-registration will ensure the event is not oversubscribed.



Although Halo's fire regulations allow 400 people in the sports hall at one time, attendees need room to participate fully in the sessions. Therefore, only approximately 125 people will be present at any one time.

This strategy has been used by Go Fest (2016) who aim to provide "top quality family friendly coaching in small groups".

2.2.1.2: Timings

The event will run from 10am until 5pm, with three two-hour sessions: 10am until 12pm, 12.30pm until 2.30pm, and 3pm until 5pm. Each session is divided into six 20-minute taster activities.

2.2.1.3: Venue and Facilities

The venue is Halo Leisure Centre in Bridgend. This is the largest leisure centre in Bridgend with the best available equipment. It is an indoor venue so the event is not weather dependent. The sports hall, squash courts, and changing rooms are the only facilities required.

2.2.1.4: Target Market

Families are the target market. Davey (2015) suggests the family environment is highly influential "in determining children's physical activity levels, with parental habits greatly impacting their children". The event will educate parents to live healthier lifestyles by participating in sport and becoming more active which should have a positive effect on their children's lifestyle.

2.2.2: Strategic Partners

PricewaterhouseCoopers (2009, p.2) state "a strategic partnership involves some shape of formal agreement between two or more parties that have agreed to share finance, skills, information and/or other resources in pursuit of common goals". The event's strategic partners include BCBC, Sport Wales, Halo Leisure, and NGBs of the involved sports.

Strategic partnerships are seen through many sporting events including the 'I Am Team GB Cycling Fun Day' in Swansea, which involves a partnership with UK Sport, a major investor in sport.

2.2.3: Decision-Makers and Stakeholders

The event will have an organising committee comprising of BCBC, Halo, Sport Wales, NGB members, and the event creator. These will be the key decision-makers.

Stakeholders include attendees, BCBC, Halo Leisure, Sport Wales, NGBs, local clubs, and volunteers.

2.2.4: Situational Analysis

2.2.4.1: SWOT Analysis

The Office of Government Commerce (2010, p.88) suggest “a SWOT analysis is a technique for focusing an individual's or a group's attention on strengths, weaknesses, opportunities or threats”.

A strength of the event is that it is free for attendees. This is important as Bridgend was rated fifth in the Welsh Government's Index of Multiple Deprivation 2014.

A weakness is that some families may not consider travelling to the event as each session lasts only two hours.

Opportunities include the chance to make this a regular or annual event in the future.

Threats could be other events already taking place on the same day.

[See Appendices Figure 3: SWOT Analysis]

2.2.4.2: PEST Analysis

Cadle, Paul and Turner (2010, p.3) suggest a PEST analysis “provides a framework for investigating and analysing the external environment for an organisation”.

Political, economic, social and technological factors are considered.

Political factors include the Welsh Government's Future Generations Act and BCBC's aim to get the local population active.

Economically, Government and council budgets are likely to be affected by 'Brexit'.⁸ This could have an impact on potential funding for the event from Sport Wales, Welsh Government or BCBC.

A social factor is obesity rates. Although similar to the Welsh average, around 58% of adults and 30% of children are obese or overweight within Bridgend.

Technologically, increased use of computer games, particularly amongst the young, could be a potential competitor to people attending the event.

[See Appendices Figure 4: PEST Analysis]

3: Operational Planning Document

The operational planning document considers the feasibility and implementation stages of Masterman's event planning process.

3.1: Responsibility of Delivering Short and Long Term Benefits

Short term benefits will be delivered by NGB coaches and the event creator. Local clubs will be responsible for providing opportunities for attendees to continue participating.

Long term benefits will be delivered by NGBs, BCBC, Sport Wales, and local clubs.

3.2: Resources

3.2.1: Human Resources

Staff for the event are key to engaging attendees. An NGB coach will be hired for each of the six sports. Six volunteers will also be required to welcome participants and assist on NGB stalls. The event creator will provide training to volunteers prior to the event to ensure job roles are understood. All staff must provide a DBS certificate.

3.2.2: Facilities and Equipment

The sports hall and two squash courts will be required. Equipment such as rackets, balls, and nets will be needed. Halo has most of the equipment but NGBs will also bring their own to ensure enough is available.

Facilities and equipment will be booked five months in advance by the organising committee.

3.2.3: Marketing and Promotion

For an event such as this, the “promotional and marketing activities should seek to provide information to potential consumers on the benefits a family might receive from attending” (Parent and Smith-Swan, 2013, p.114-115).

Flyers will be produced prior to the event and handed to local schools and clubs. These will be produced by ‘Vista Print’ two months in advance.

[See Appendices Figure 5: Flyers]

Social media will be used to promote the event. Owyang (2009), as cited by Lee (2014, p.60), suggests social media marketing is “inexpensive and can quickly get marketing messages to prospects through interactive discussions and rapid word-of-mouth”. Facebook and Twitter accounts will be created for the Games. The social media sites of NGBs, BCBC, Sport Wales, Halo and local clubs will also be used to promote the event. This will occur two months before the event.

A directory of sporting opportunities and clubs within Bridgend will also be produced for attendees. The information will be gathered by the event creator with the help of local clubs and NGBs. These will be printed by ‘Instant Print’ three weeks before the event.

A journalist from ‘The Gem’, the local paper, will be invited to the event and could provide promotion for any future events.

3.3: Nature and Timing of Partnerships

The nature of partnerships differs from organisation to organisation. Sport Wales will be a partner to assist funding through their 'Community Chest' grant. This offers up to £1,500 towards community sport projects (Sport Wales, 2016). For this event Sport Wales will provide £1,250.

NGBs are partners to provide the specialist coaching.

A partnership between BCBC and Halo already exists and both will be involved in providing facilities for the event.

The event creator has established a partnership with Tesco for provision of free bottled water at the event.

Regular meetings will occur between all partners and the organising committee. These partnerships will be established months in advance to ensure the event is fully planned and feasible.

3.4: Budgets

Masterman (2014, p.149) suggests "financial management and control, and the exercise of such throughout the planning process, are clearly recognised as being essential elements for the successful delivery of an event".

3.4.1: Venue

Halo's sports hall will cost £600 for the day, with their staff assisting with the set-up of equipment. Two squash courts will cost £55.30. The overall venue cost will be £655.30.

3.4.2: Marketing

1000 A5 flyers produced by 'Vista Print' will cost £38.66 whilst 400 A5 sporting directories made by 'Instant Print' will cost £119. The total cost will be £157.66.

3.4.3: Staff

As NGBs are strategic partners and the event offers increased participation and membership levels for their sports, it is hoped that an agreement could be reached in which coaches are provided free of charge.

However, the cost has been budgeted. The six coaches will be paid £7.20 an hour for 8 hours' work, costing a total of £345.60. They will require customised Bridgend Family Games t-shirts. Vista Print will produce the six t-shirts for £29.94. £5 food vouchers will be given to each member of staff for use in the café.

3.4.4: Volunteers

A free online advert on 'Job Site' will be created to promote the voluntary opportunities. The six volunteers will require t-shirts which Vista Print will produce for £29.94. £5 food vouchers will also be provided.

[See Appendices Figure 6: Profit and Loss Forecast]

3.5: Health and Safety

Health and safety of attendees is paramount. Risk assessments will be undertaken by the event creator following Halo's policies and Government legislation. Risk assessment identifies "what might cause harm to people and [...] whether you are taking reasonable steps to prevent harm" (The Health and Safety Executive, 2016). This will be completed before each of the three sessions. Checklists will also be used to ensure playing areas and equipment are safe to use and attendees are safe to participate.

A health and safety briefing will be given by NGB coaches to attendees when beginning each session including information on fire procedures. NGB coaches and Halo staff will be the designated first-aiders.

[See Appendices Figure 7: Risk Assessment]

[See Appendices Figure 8: Checklist]

3.6: Critical Path Analysis

A Gantt chart has been developed by the event creator as a form of critical path analysis. Basu (2004, p.127) states Gantt charts are “simple to use and they provide a clear visual representation of both the scheduled and actual progress of activities”.

[See Appendices Figure 9: Gantt Chart]

3.7: Evaluation and Feedback

According to Masterman (2014, p.90), “at whatever stage the evaluation is being implemented, it is critical that future plans incorporate why and how previous strategies worked or failed, and so feedback is necessary”.

Questionnaires will be given to participants after the sessions. Goyal (2011, p.97) suggests questionnaires are “a good and efficient means to get feedback”. These will be analysed by the event creator to identify strengths and weaknesses. Specific changes could then be made to ensure any issues are corrected for future events.

A de-brief with coaches and volunteers, led by the event creator, will take place to establish the extent to which strategies were successful.

[See Appendices Figure 10: Questionnaire]

4: Conclusion

Bridgend Family Games is a community sporting event focused on increasing participation in sports. Held in Halo Leisure Centre, the event consists of taster sessions in six sports. Targeting families, the event will form strategic partnerships with organisations including Sport Wales to help fulfil its objectives. Similar events elsewhere have proved extremely successful and it is felt that this event will be beneficial to Bridgend.

The event is considered feasible. As it is on a small scale, the Community Chest grant covers the majority of outgoings. Strategic partnerships will greatly assist this event in delivering its long term goals. Through evaluation and feedback, the Games could be developed into a regular event.

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6: Appendices

6.1: Figure 1 – Bridgend Event Calendar 2016

12

2016 Events Calendar – Bridgend												
	January	February	March	April	May	June	July	August	September	October	November	December
1st					Cricket Matches					Football/Rugby Matches & Parkrun		
2nd	Football/Rugby Matches & Parkrun			Football/Rugby Matches & Parkrun			Cricket Matches & Parkrun					Football/Rugby Matches & Parkrun
3rd									Cricket Matches & Parkrun			
4th						Cricket Matches & Parkrun						
5th			Football/Rugby Matches & Parkrun								Football/Rugby Matches & Parkrun	
6th		Football/Rugby Matches & Parkrun						Cricket Matches & Parkrun				
7th					Cricket Matches & Parkrun							
8th										Football/Rugby Matches & Parkrun		
9th	Football/Rugby Matches & Parkrun			Football/Rugby Matches & Parkrun			Cricket Matches & Parkrun					Football/Rugby Matches & Parkrun
10th									Cricket Matches & Parkrun			
11th					Cricket Matches & Parkrun							
12th			Football/Rugby Matches & Parkrun								Football/Rugby Matches & Parkrun	
13th		Football/Rugby Matches & Parkrun						Cricket Matches & Parkrun				
14th					Cricket Matches & Parkrun							
15th										Football/Rugby Matches & Parkrun		
16th	Football/Rugby Matches & Parkrun			Cricket Matches & Parkrun			Cricket Matches & Parkrun					Football/Rugby Matches & Parkrun
17th									Parkrun			
18th						Cricket Matches & Parkrun						
19th		Football/Rugby Matches & Parkrun	Football/Rugby Matches & Parkrun								Football/Rugby Matches & Parkrun	
20th								Cricket Matches & Parkrun				
21st					Cricket Matches & Parkrun							
22nd										Football/Rugby Matches & Parkrun		
23rd	Football/Rugby Matches & Parkrun			Cricket Matches & Parkrun			Cricket Matches & Parkrun					
24th									Parkrun			
25th												
26th			Football/Rugby Matches & Parkrun			Cricket Matches & Parkrun					Football/Rugby Matches & Parkrun	
27th		Football/Rugby Matches & Parkrun						Cricket Matches & Parkrun				
28th					Cricket Matches & Parkrun							
29th										Football/Rugby Matches & Parkrun		
30th	Football/Rugby Matches & Parkrun			Cricket Matches & Parkrun			Cricket Matches & Parkrun					
31st												Football/Rugby

Key: Orange = Football and Rugby Matches & Parkrun

Green = Cricket Matches & Parkrun

Light Blue = Amateur Golf Championship

Dark Blue = Parkrun

6.2: Figure 2 – Bridgend Event Calendar 2017

2017 Events Calendar - Bridgend												
	January	February	March	April	May	June	July	August	September	October	November	December
1st				Football/Rugby & Parkrun			Cricket Matches & Parkrun			Football & Rugby		
2nd									Cricket Matches & Parkrun			Football/Rugby & Parkrun
3rd						Cricket Matches & Parkrun						
4th		Football/Rugby & Parkrun	Football/Rugby & Parkrun								Football/Rugby & Parkrun	
5th								Cricket Matches & Parkrun				
6th					Cricket Matches & Parkrun							
7th	Football/Rugby & Parkrun									Football/Rugby & Parkrun		
8th				Football/Rugby & Parkrun			Cricket Matches & Parkrun					
9th									Cricket Matches & Parkrun			Football/Rugby & Parkrun
10th						Cricket Matches & Parkrun						
11th		Football/Rugby & Parkrun	Football/Rugby & Parkrun								Football/Rugby & Parkrun	
12th								Cricket Matches & Parkrun				
13th					Cricket Matches & Parkrun							
14th	Football/Rugby & Parkrun									Football/Rugby & Parkrun		
15th				Cricket Matches & Parkrun			Cricket Matches & Parkrun					
16th									Parkrun			Football/Rugby & Parkrun
17th						Cricket Matches & Parkrun						
18th		Football/Rugby & Parkrun	Football/Rugby & Parkrun								Football/Rugby & Parkrun	
19th								Cricket Matches & Parkrun				
20th					Cricket Matches & Parkrun							
21st	Football/Rugby & Parkrun									Football/Rugby & Parkrun		
22nd				Cricket Matches & Parkrun			Cricket Matches & Parkrun					
23rd									Parkrun			Football/Rugby & Parkrun
24th						Cricket Matches & Parkrun						
25th		Football/Rugby & Parkrun	Football/Rugby & Parkrun								Football/Rugby & Parkrun	
26th								Cricket Matches & Parkrun				
27th					Cricket Matches & Parkrun							
28th	Football/Rugby & Parkrun						Senior Open Golf Championship			Football/Rugby & Parkrun		
29th				Cricket Matches & Parkrun					Football/Rugby & Parkrun			
30th												Football/Rugby & Parkrun
31st												

Key: Orange = Football and Rugby Matches & Parkrun

Green = Cricket Matches & Parkrun

Light Blue = Senior Open Golf Championship

Dark Blue = Parkrun

6.3: Figure 3 – SWOT Analysis

Strengths	Weaknesses
- Free event - No other community sport event - NGB coaches are qualified and reputable - Not dependent on the weather as its indoors - An event that all the family can attend - Good services available at venue – car parking and café	- Small number of people able to attend - As its run in two-hour sessions, it is not a long event - Requires pre-booking online which may put potential attendees off
Opportunities	Threats
- To become a regular event - To expand the event in the future - To showcase the event in other leisure centres around the borough - Possibilities to include more or different sports	- Other events occurring on the same day - Public transport does not run as often on Sundays - As it is held during the summer holidays, coaches and attendees could have booked holidays - Relying on NGBs – they could create their own similar event

6.4: Figure 4 – PEST Analysis

Political	Economic
- Strategic partners with BCBC and Sport Wales - Strong considerations of Welsh Government's Future Generations Act - Links with BCBC's aims of increasing physical activity - Health and Safety laws to abide - Wage regulations for staff	- Welsh Government and Sport Wales 'Community Chest' funding availability - Likely budget cuts in funding for sport from Government – Brexit - Bridgend rated 5th in the Welsh Government's Index of Multiple Deprivation
Social	Technological
- High population demographic – around 130,000 people living in Bridgend County Borough - Obesity rates	Increased use of computers and game consoles amongst the younger population provides more competition to sport and

	physical activity Increased use of social media provides opportunities to market to event for free for a high amount of people
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6.5: **Figure 5 – Flyers**



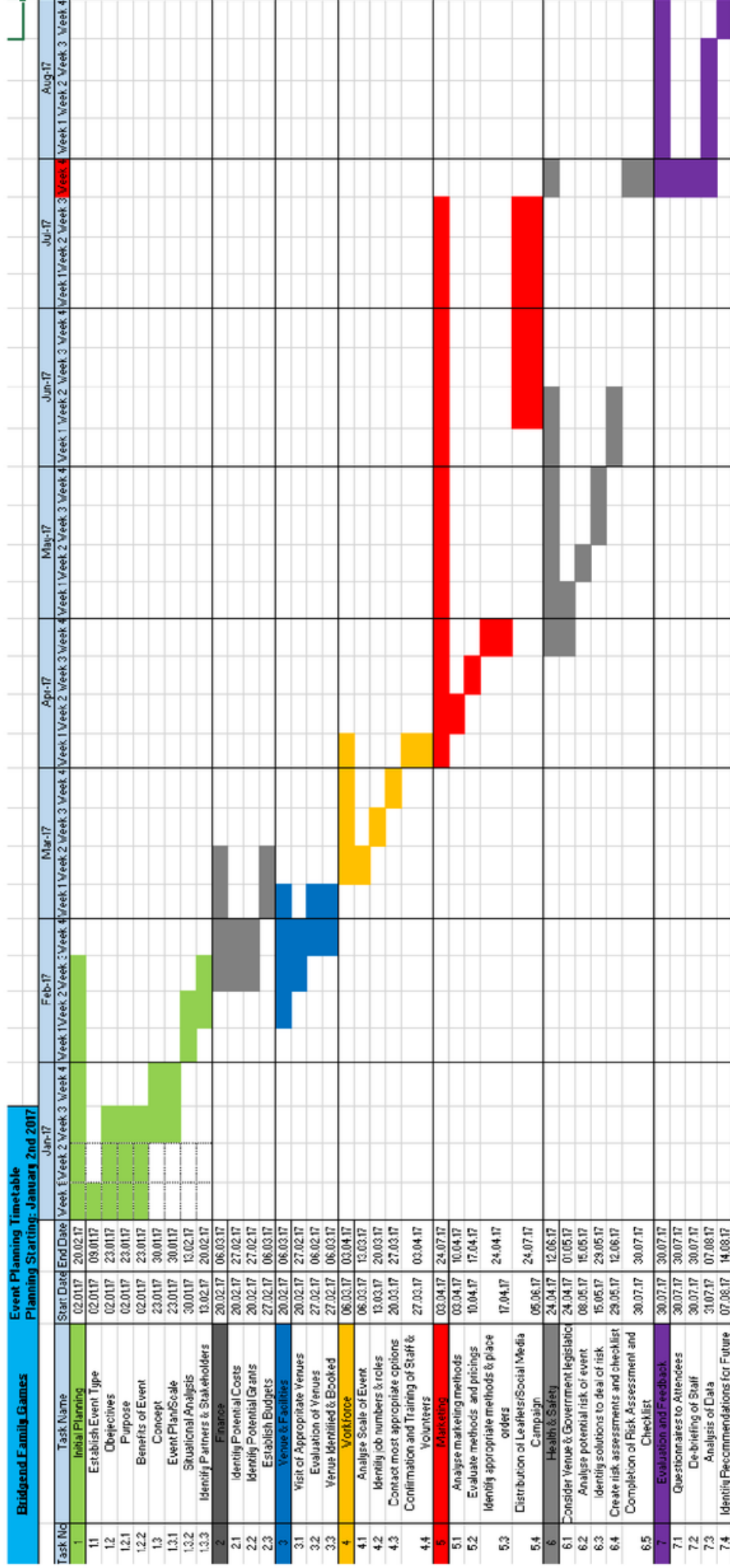
6.6: Figure 6 – Profit and Loss Forecast

PROFIT AND LOSS FORECAST - Bridgend Family Games				
Income	100%	75%	50%	25%
Revenue	0	0	0	0
Grant (Fixed with Sport Wales)	1,250	1,250	1,250	1,250
Sponsorship	0	0	0	0
Gross profit	1,250	1,250	1,250	1,250
Expenses/overheads				
Venue (Fixed Cost)	655.3	655.3	655.3	655.3
Staffing (Fixed Cost)	345.6	345.6	345.6	345.6
Kit	59.88	44.91	29.94	14.97
Marketing	157.66	118.25	78.83	39.41
Food Vouchers	60.00	45.00	30	15
Total expenses/overheads	1278.44	1209.06	1139.67	1070.28
Net profit	-28.44	40.95	110.33	179.72

*Any profit will be reinvested into future events

6.9:

Figure 9 – Gantt Chart



6.10: Figure 10 – Questionnaire

 18

1. Did you enjoy the event?

- a. Yes b. No

If no, please state why below:

2. On a scale of 1 to 5, how would you rate the level of coaching?

Very Poor

Very Good

1 2 3 4 5

3. What was your favourite activity during the event?

- a. Cricket b. Badminton c. Squash d. Basketball
e. table tennis f. volleyball

4. What was your least favourite activity and why?

5. Would you consider attending a similar event if it was outdoors?

- a. Yes b. No

6. Would you attend a similar event if you had to pay?

- a. Yes b. No

7. Has the event inspired you to take up a new sporting activity?

- a. Yes b. No

8. How likely is it that would you recommend this event to others?

Not Likely

Very Likely

1 2 3 4 5 6 7 8 9 10

Global Sports Events Management - Assignment 1

GRADEMARK REPORT

FINAL GRADE

78/100

GENERAL COMMENTS

Instructor

George,

Very well done as this is an accomplished piece of work.

The concept is plausible and well researched, and your attention to detail is excellent throughout. The assignment is very well structured and written, containing a good range of references.

As well as the comments below that are specific to the assessment criteria, please note my comments on your manuscript.

1. Research-informed literature

You have included a comprehensive range of research informed literature embedded in the work.

23/30

2. Knowledge and understanding of the subject

You have demonstrated an excellent knowledge and understanding of the main concepts and key theories.

15/20

3. Analysis

The analysis of the environment and operational plan is very logical and thorough, and underpinned with good evidence.

24/30

4. Practical application and deployment

You have demonstrated an advanced application of a range of methods and tools e.g. situational analysis, operational plan, budgeting, risk assessments.

8/10

5. Skills for professional practice

You have demonstrated that you can communicate professionally and confidently in the format required of this assessment.

8/10

PAGE 1

PAGE 2

PAGE 3

PAGE 4

PAGE 5



Comment 1

By who?



Comment 2

Good introduction.

PAGE 6



Comment 3

Really good use of a quote - spot on.



Comment 4

Racketball

PAGE 7



Comment 5

Good rationale - health agenda particularly.

PAGE 8



Comment 6

Good thinking.

PAGE 9



Comment 7

Good quote

PAGE 10

PAGE 11



Comment 8

Too early to say I would argue. The ongoing budget cuts are more relevant at this moment.

PAGE 12



Comment 9

Good quote.

PAGE 13

PAGE 14

PAGE 15



Comment 10

Good thinking.



Comment 11

Solid conclusion. The event is certainly feasible and it was a smart move to pick an event like this for the assignment.

PAGE 16

PAGE 17

PAGE 18

PAGE 19



Comment 12

Is this all that's going on? Are the Sports Development team running any events?

PAGE 20

PAGE 21



Comment 13

Good attempt.



Comment 14

Really?



Comment 15

Traditional sports - lack of appeal?



Comment 16

Good point

PAGE 22

PAGE 23

PAGE 24

PAGE 25



Comment 17

Good GANTT

PAGE 26



Comment 18

Good - well done for including this.