

Case for Sports Event and Marketing Planning Document- Strategic Sport event Management

Cerys Grigg, Student Number: 1900559

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Table of Contents

Part 1- Event scoping and feasibility	2
Part 1.1- Objectives.....	2
1.2- Concepts	3
1.3- SWOT Analysis	4
1.4- Feasibility	5
1.5 Potential impact.....	5
1.6 Market and Competition.....	6
Part 2: Strategic Marketing Overview.....	6
Marketing Segmentation	6
Marketing Mix- the Four P's	7
Reference list	9
Appendices.....	12

Part 1- Event scoping and feasibility

In the book strategic sports event management by Masterman 2014 shows a diagram of the points that need to be considered in order for the event to be successful. The three main points of the diagram which can be seen in figure 1 in the appendices are objectives, concepts and feasibility. The information about the event will follow Masterman's (2014) diagram.

The event chosen is the UEFA Men's Europa League Final that if successfully wins the bid will take place in the Principality Stadium in Cardiff in the month of June 2026. According to the Premier League website (2020) *"The UEFA Europa League is UEFA's second tier European club competition and was previously known as the UEFA Cup"*.

Part 1.1- Objectives

One of the purposes for bidding for the 2025/26 season Men's Europa league final is The Welsh Government's vision in 2020 was for *"Wales to be recognised as a consistently outstanding destination for a major event"*- Welsh Government Website (2020). Having already successfully hosting the 2017 UEFA Men's champions league final in Cardiff (Wales Online,2017). After successfully winning the bid Wales as of the third of July 2017 were the smallest city ever to host a UEFA Champions

League final.(FAW Website, 2017) .It is assumed the Welsh Government would be keen on backing the bid to host the men's Europa League final in order to help achieve their vision of a "*Wales to be recognised as a consistently outstanding destination for a major event*".

The sporting event will benefit not only the Welsh Governments vision for a major sporting event but will benefit local business such as local bars, restaurants, hotels and more by bringing in extra income. In an article written by Wales Onilne in 2017 it was claimed that at least £45 million was made by local businesses by Cardiff hosting the 2017 UEFA Men's Champion's League final, with this information it gives an insight on the possible income that local businesses in Cardiff could generate if Cardiff were to host the UEFA Men's Europa League final. Wales could also benefit culturally from the event held in Cardiff because visitors from other countries who come and watch the event might like Cardiff and its culture and decide to come back and watch the rugby or decide to visit other parts of Wales such a Pembrokeshire and North Wales.

1.2- Concepts

In the book 'Strategic sports event management' by Masterman (2014), Masterman suggest the importance of looking and explaining what the event will look like will help discover any flaws or anything that needs to be rethought or questioned.

The Event is a football UEFA Europa League final that will be held in the Principality Stadium in Cardiff, see figure 2 for map of the location. The event will be held in the month of June, the reasoning for this is according to Europa League Website(2021) June is the month where all games have been played and the last two teams remaining are ready to play each other. The Principality stadium has been chosen as the most suitable venue for the UEFA Europa League final because of its large capacity of 73,000 (Principality Stadium Website, 2021).

Partners of the event would be the Welsh Government, the FAW and UEFA as those were the main partners for the Men's Champions League Final in 2017 in Cardiff and are expected to have similar partners.

This event will have many Event stakeholders from different areas such as media, sponsors, community, suppliers, Authorities & government agencies. (Van der Wagen and White, 2010). By looking at the event stakeholder for next years UEFA Men's Europa League final through the UEFA website this gives an idea of possible stakeholders if the bid were to be successful to have the Europa League final held in Cardiff. UEFA'S current partners for the Europa League are Heineken, Hankook, Engelbert Strauss, Enterprise rent a car, Swissquote, Just Eat and Bwin (UEFA Website,2021).

1.3- SWOT Analysis

SWOT analysis helps business or event recognise their strengths and weaknesses and also their opportunities and threats.

Strengths

A strength that Cardiff/Wales has is that they have already hosted the UEFA Champions League Final therefore UEFA already know that Cardiff can handle sell-out crowds and football fans travelling from abroad with even more experience coming from hosting six nations matches as well as Wales' international football matches.

Weaknesses

A weakness for this event is that Cardiff airport is a small airport and can only take in a small number of flights a day which means fans would have to travel further and longer from airports such as Bristol, Heathrow and Gatwick in order to get to the event.

Opportunities

As mentioned previously one of the biggest opportunities that would come from hosting the UEFA Europa League Final would be financial opportunity. At least £45 million was made when Cardiff hosted the Champions league Final. Not only would this event bring economic opportunities to bars, restaurants and hotels in Cardiff but surrounding areas due to there being not enough hotels in Cardiff for travelling fans to stay.

Threats

The biggest threat for winning the bid to host the UEFA Europa League final is the competition, with UEFA now allowing more smaller populated countries such as Azerbaijan host the finals there is a lot more competition to host any final in any football tournament.

1.4- Feasibility

“The feasibility stage determines whether the event can deliver the objectives. It tests the concept” (Masterman, 2014:85)

Utilizing the Main elements of a feasibility study by Van der Wagen and White (2010), as mentioned previously the purpose of the bid is to help the Welsh government achieve the goal of *“Wales to be recognised as a consistently outstanding destination for a major event”*.

Some resources required for this event are accommodation for fans, easy travel access for Cardiff or Bristol airport, fan zones for crowds to go before the game or for those who did not get a ticket, food and drinks and more. Many of these resources Cardiff has already in place which also opens opportunities such as accommodation, Cardiff has many accommodations available already but if hotels fill up quickly it opens an opportunity for surrounding areas such as Newport and Swansea to earn income from the event by providing accommodation.

As stated by the UEFA website (2019) final bids for the Europa league final are taken at least 2 years before the actual final. Therefore the Welsh Government and the FAW would have to place their bids in the 2022/2023 football season.

Developments that are required in order for the event to proceed are the development of Cardiff airport, the airport is required to raise the amount of incoming flights for fans arriving for the event. The airport could potentially work with Bristol airport in order for more flights to be secured for the event.

1.5 Potential impact

In a book called ‘International Sports Events; Impacts, Experiences and Identities’ by Fyall and Shipway (2012), the authors mention the big economic impact that sports events around the globe can receive from attracting many visitors from around the

world. Therefore the biggest potential impact on the events will come economically, as previously mentioned when Cardiff hosted the Champions League Final in 2017 an estimated minimum of £45 million pounds was created, suggesting that hosting the Europa league final in Cardiff will create another opportunity to generate a similar amount.

1.6 Market and Competition

By looking on the UEFA website(2021) at all previous Europa League final hosts there are a wide range of European countries that have hosted the final, with the likes of smaller populated countries like Azerbaijan hosting for the first time in recent years. This could suggest a better chance for Wales winning the bid due to UEFA giving smaller countries the chance of bidding. As mentioned previously, Wales have hosted the champions league final in 2017 successfully which could help with the bid for the Europa League final because this shows an example of Cardiff being able to handle a big sporting event.

Part 2: Strategic Marketing Overview

A journal by Chandralal and Valenzuela suggest that *“The significance of the theory of memorable tourism experiences stems from the influencing power of past memory on consumer decision-making”* suggesting that in order for customers to re visit a place they must have a memorable experience. In order for customers to return to Cardiff after the event it is a must that an enjoyable experience is created, which can be done by ensuring there is enough entertainment before the event in Cardiff. The Europa League final in Cardiff could use pictures of players on Cardiff castle for fans to see (see figure 3) and Cardiff council could bring back the football pitch on water for the event (see figure 4).

“It is important that no area of analysis is neglected and each is considered within the context of each other,” Parent and SmithSwan (2013, p.108)

Marketing Segmentation

According to the University Lab Partners organisation website (2019) the three most common segmentations are Geographic, Demographic, Behavioural and Psychographic.

Geographic- The target customers for this event are European football fans whose teams that they support compete in the Europa League. Those European countries include countries such as England, Italy, Spain, France, Germany, Russia, Poland and many more. (UEFA Website,2021)

Demographic- Footballs fans can vary in ages, with no research being made on the average age of a European fan another study was done by Condor Ferries which found that 23-39 year old are the most likely to travel. Based off that study the 18-39 year old group will be the target customers for this event.

Behavioural and Psychographic- Fan zones and entertainment are to be put in place for this event in order to keep travelling fans happy. The aim is to get them to enjoy the atmosphere so that they possibly want to come back to Cardiff or want to visit other areas in Wales.

Marketing Mix- the Four P's

“Marketing mix is the combination of different marketing decision variables being used by the firm to market its goods and services.” (Singh,2012)

Product

The product that is being sold is the event itself and it is highly important that the event gets sold to the customer to meet their needs. Fans for this event could be travelling from anywhere in Europe therefore it is important that a good atmosphere is created for them.

Place

The location of the event will be in the Principality stadium in Cardiff. The Principality stadium is in the heart of the city centre with many bars, restaurants and hotels around as well as being only a short walk from the train station. Fan zones will be put in place similarly to when Cardiff hosted the Champions league final, figure 3 in the

appendices shows what the fan zones will look like. The purposes of the fan zones are a place for those who did not get a ticket to go watch the game. There will be other fan zones in place for those who are going to the match to go before the match starts. For the fans in the UK and other countries who do not wish to travel to the match but still want to watch it will be available on partnered channels such as BT Sport (BT Website,2021).

Promotion

As shown on the UEFA Website the Partners and sponsors of the Europa League are Heineken, Hankook, Engelbert Strauss, Enterprise rent a car, Swissquote, Just Eat and Bwin. As shown in figure 5 Heineken usually advertise the event that they sponsor on their bottles suggesting that that would be one of the ways the Europa League final was promoted. As shown in figure 6 an example of a past Europa League Final advert, adverts for the final will be put everywhere such as mainly social media by the sponsors, UEFA themselves and also by football players whose teams are in the final. For UK viewer's adverts will also be shown on BT Sport as they own the broadcasting right in the UK for the UEFA Europa League Final.

Price

UEFA state on their website that the cheapest Europa League ticket is £33, but depending on the seat bought prices vary from £33 upwards. Usually a large amount of the tickets available are split so that both teams who are playing in the final can sell them to their fans. Remaining tickets are usually given to sponsors so that they can hold some competitions for the public to win those tickets.

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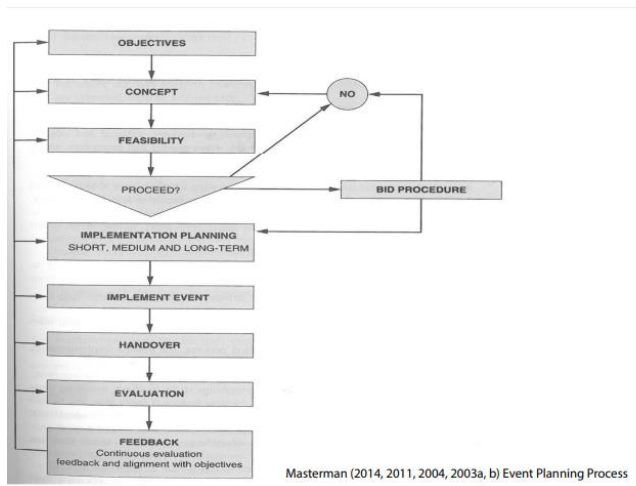
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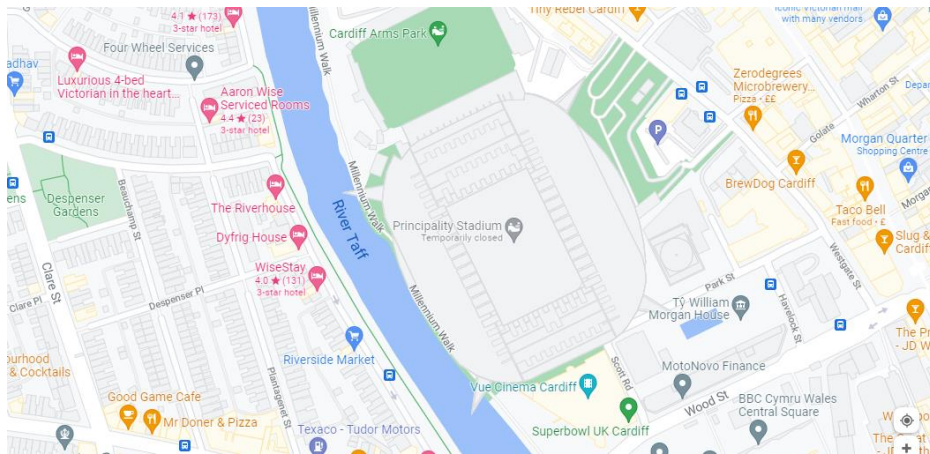
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Appendices



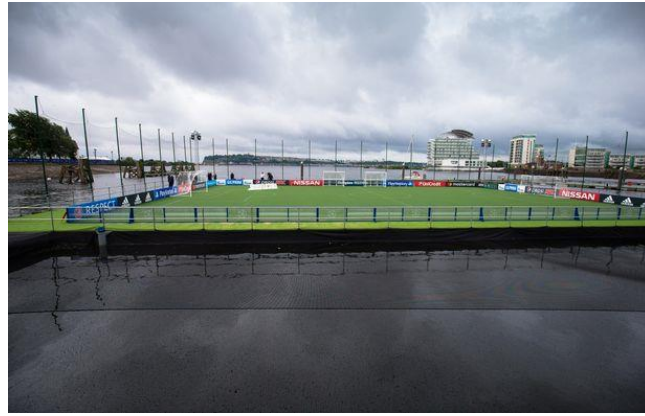
(Figure 1)



(Figure 2Event location-)



(Figure 3-Cardiff Castle)



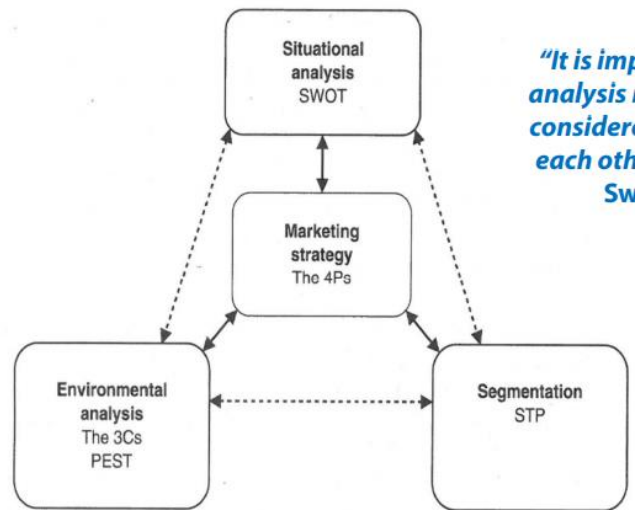
(Figure 4-Pitch on water)



(Figure 5- Heineken advertisement on bottles)



(Figure 6- Europa league Final advert example)



(Figure 7)