

Strategic Sports Events Management



Lecture 1: 2022

Session Overview

- Introductions and housekeeping
- Module Overview
- Introduction to Major Events
- History & type of Events
- Organisations Involved.
- UK & Welsh Government perspectives.
- Independent study task.

Module Leader

- Mark.napieralla@uwtsd.ac.uk
- UWSTD work day: Friday
- Module 9 arrival- 9:15am start
- 11-12- complete task / finish

Learning Culture

✓ PROFESSIONAL

- ✓ Respectful
- ✓ Lectures, plus Seminars & Tutorials
- ✓ Individual & Group Work
- ✓ Aspirational – Do our Best



Get to know the group:

Task

Get to know a member of the group- you will need to find out the following starter for 10 as a minimum but use the 10 minutes (per person) to informally discuss more:

- 1- Name- where this name comes from?
- 2- Favorite Sport / s –do they play for a team? Club? Individual? Would like to get involved? Fitness? Exercise? Coaching? Analysis?
- 3- Where they live- with who?
- 4- How they get to campus?
- 5- Best thing that's happened to them over the last year?
- 6- Their worst quality?
- 7- Their best quality?
- 8- Makes them nervous?
- 9- 3 things they would take into I'm a celebrity get me out of here?
- 10- Most favorite place in the world?
- 11- Do they have a job?
- 12- One small thing they could improve to be a better student?

YOU WILL NEED TO MAKE NOTES AND FORMALLY INTRODUCE YOUR PARTNER AND EVERYTHING ABOUT THEM IN 2 MINUTES- I WILL USE SOME OF THIS INFORMATION TO BUILD A PROFILE

“The whole principle came from the idea that if you broke down everything you could think of that goes into riding a bike, and then improved it by 1%, you will get a significant increase when you put them all together”

–Sir Dave Brailsford

Strategic Sports Events Management

Why?

Module Overview

Aims:

1. To develop a detailed understanding of the **strategic management** of sports events market, from international **mega-events to grassroots community events**.
2. To consider the **policy context** regarding hosting major sports events and the evidence of their **impact and legacy**, including to develop comprehensive knowledge and understanding of the sports event **planning process** and its practical application.

Knowledge & Skills Development

- Market research & opportunity recognition
- Feasibility & concept formulation
- Partnership working
- Sales and marketing
- Finance
- Procurement
- Operational Planning
- Human Resource Management
- Risk Assessment and H&S
- Monitoring & evaluation



**Applying
theory to
practice**

Learning Outcomes

1. Critically appraise the development and strategies of the sports events sector by applying the strategic management principles.
2. Challenge the traditional assumptions regarding the benefits of major sporting events and their impact on all stakeholders.
3. Apply the sports event planning process to an event of their own ideation.

Module Overview

Learning & Teaching Strategy:

Activity type	Hours	Percentage
Scheduled learning	48	24%
Independent learning	152	76% !!
TOTAL	200	100%

Module Overview

Assessment:

1 x Written Assignment

- Event Planning Document
- 2000 words

1x Written Exam (Online)

- 2 hours

Assignment 1 (50% contribution)

Broad thrust will be...

Evaluate the sports event calendar of a town or city in Wales and identify a sports event that it could feasibly stage.

More detail next week.....

READING

- You must read around the subject
- Recommended reading – ESSENTIAL.
- Text books & journals.
- Government policies and reports.
- Appropriate print and online media e.g. broadsheets.

**STRATEGIC
SPORTS
EVENT
MANAGEMENT**
THIRD EDITION

GUY MASTERMAN

**Available
as Ebook
via UWTSD
library**

EVENT MANAGEMENT

FOR TOURISM, CULTURAL, BUSINESS AND SPORTING EVENTS

2ND EDITION

LYNN VAN DER WAGEN

Task
**Can you
find one of
these
books**

Copyrighted Material

Hans Westerbeek
Aaron Smith
Paul Turner
Paul Emery
Christine Green
Linda van Leeuwen

Managing Sport Facilities and Major Events



Copyrighted Material

Copyrighted Material

Sport, Recreation and Tourism Event Management

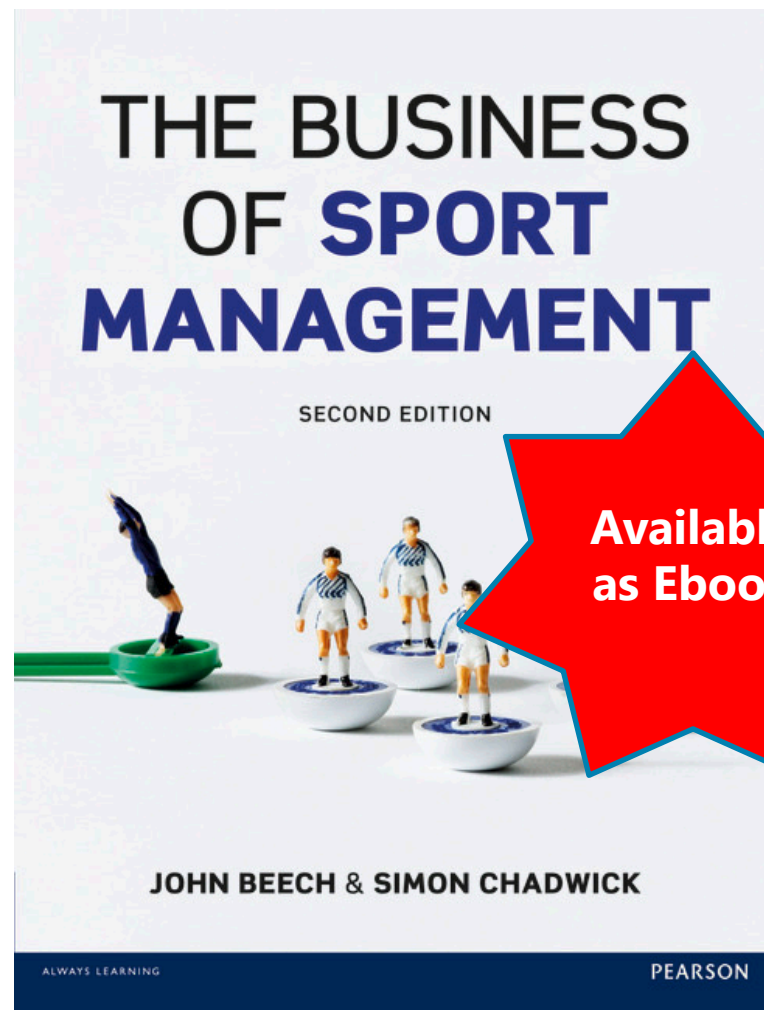
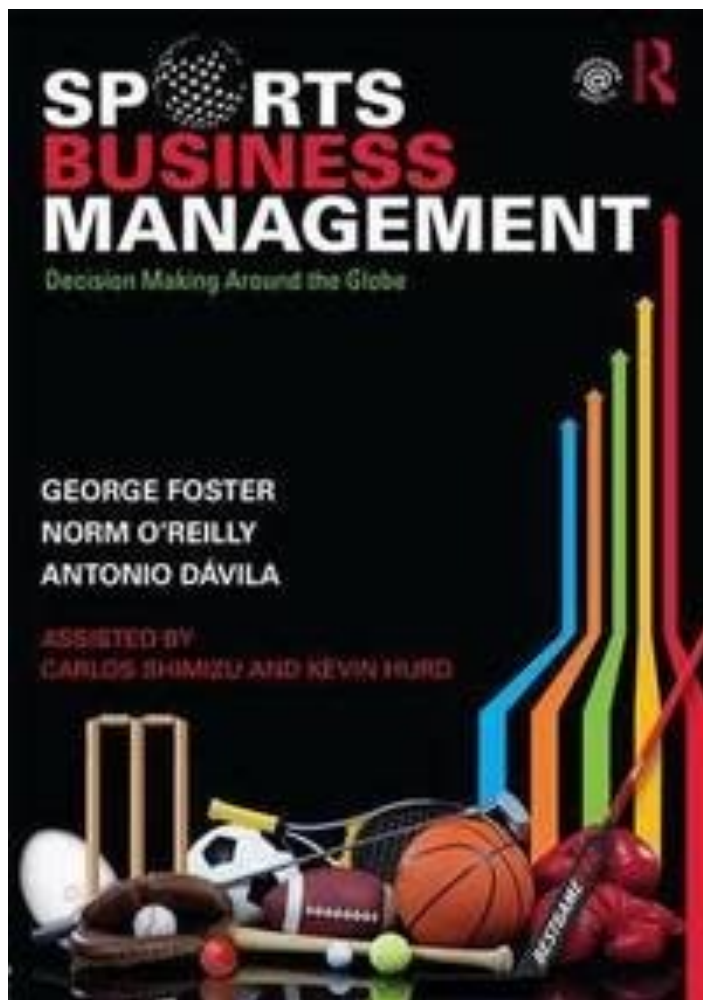
Theoretical and Practical Dimensions



Cheryl Mallen • Lorne J. Adams

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Premier Reference Source

Principles and Practices of Small-Scale Sport Event Management



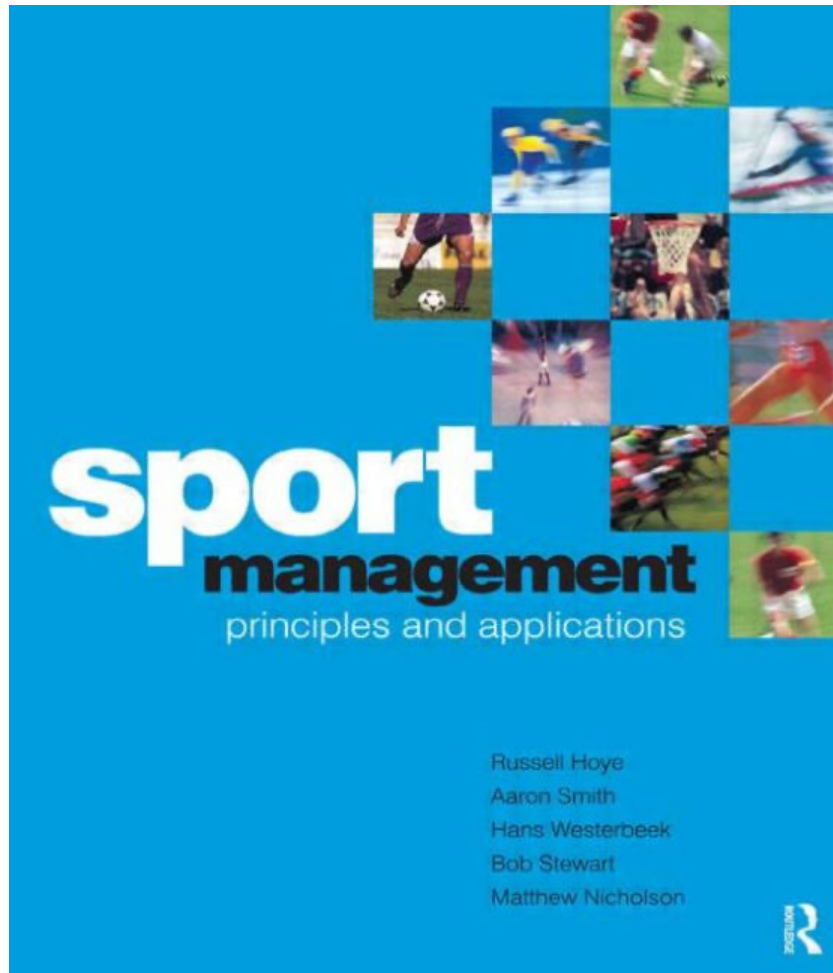
Anestis Fotiadis and Chris Vassiliadis

IGI Global

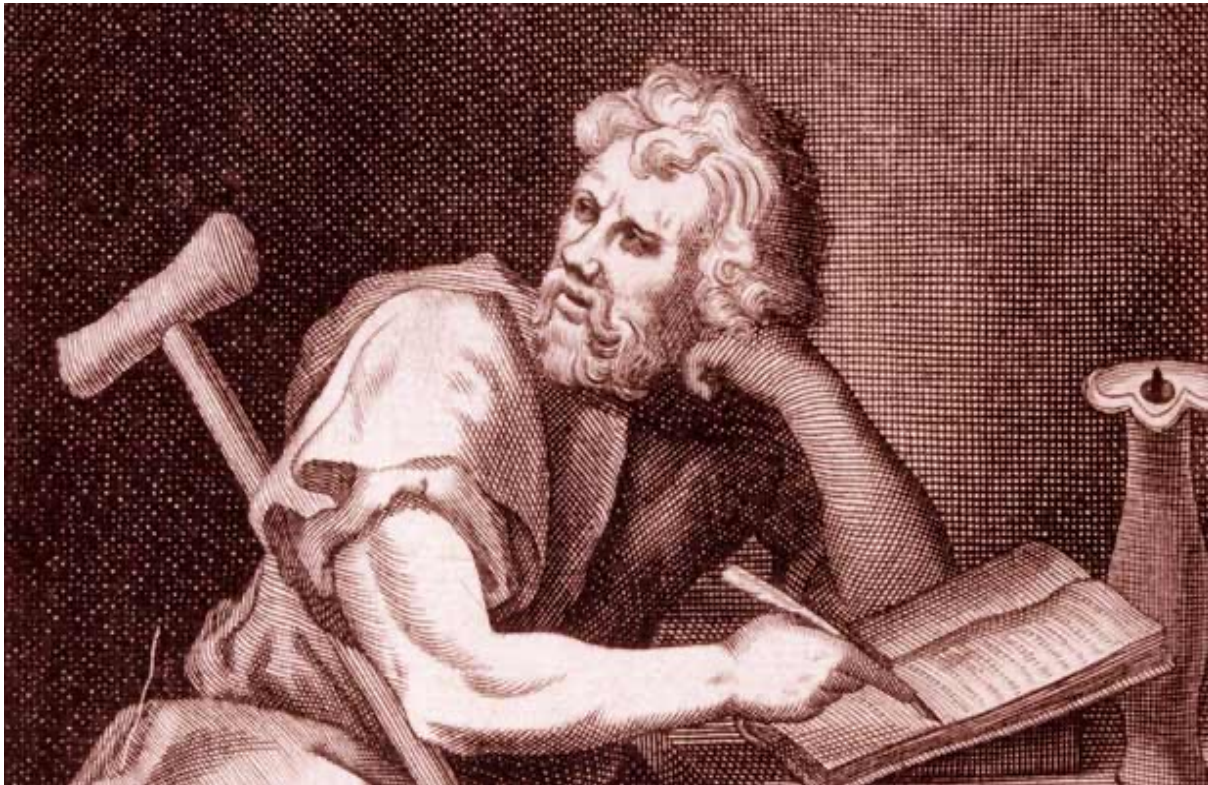
Additional Ebook on
UWTSD system – worth
a look – not on current
reading list

**Available
as Ebook**

And Journals too



"Books are the training weights of the mind"



Epictetus (050-135 AD)

Individual Task – 20 mins

Check out the reading list, download 1 x Ebook, 1 x recent journal article on sports events management

Can you find one in the library?

Individual Task – 20 mins

With your downloaded 1 x Ebook, 1 x recent journal article on sports events management

Use the search function to highlight event management

What are global sports events?

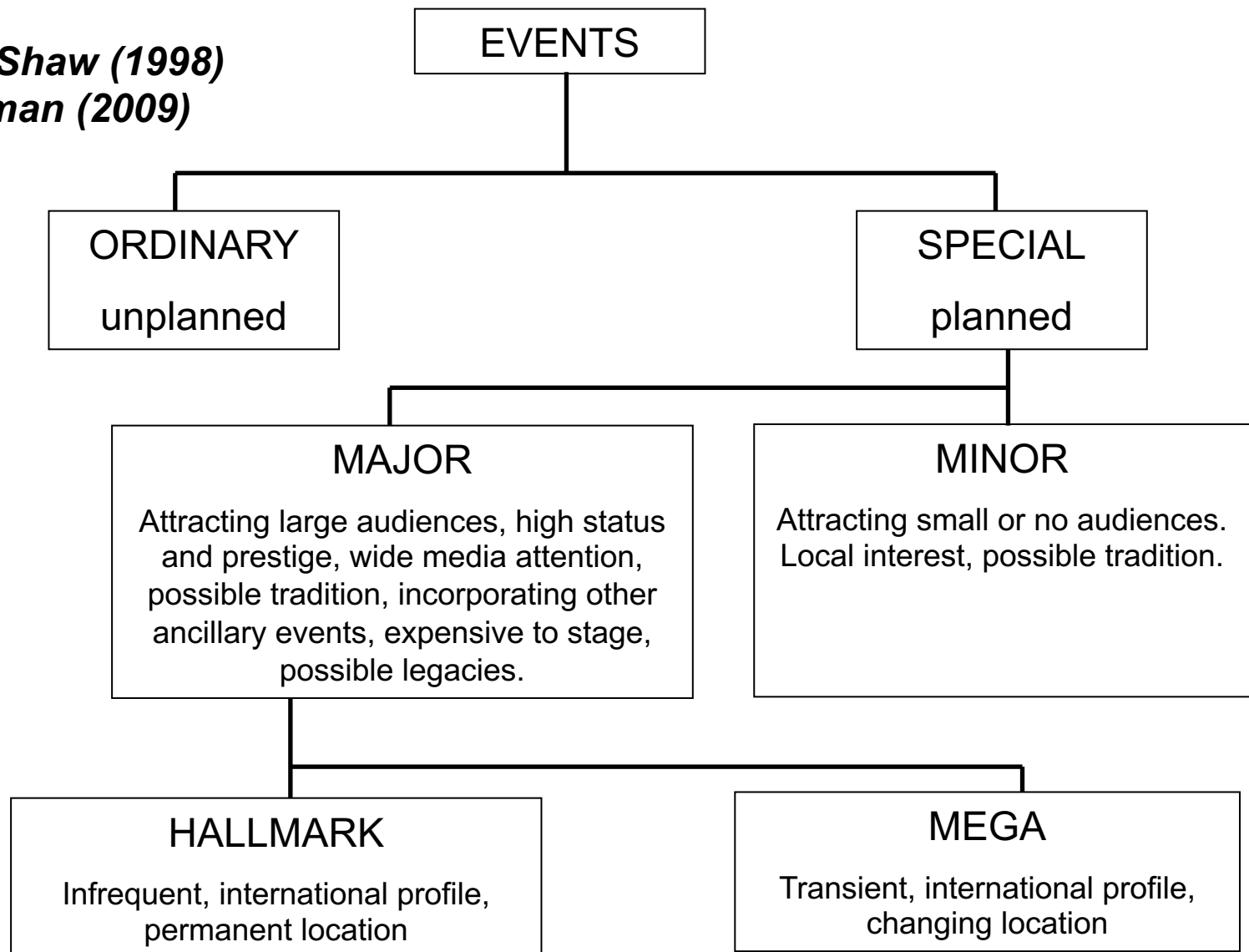
Discuss in pairs for 5 minutes.



Different Sports Event Typologies (classification or category)

- Goldblatt (1997) and Hall (1992) describe Olympic Games as “**hallmark events**.”
- Getz (1997) and Allen et al (2002) describe Olympic Games as “**mega events**” and refer to “**hallmark events**” as those that recur in a particular place e.g. Wimbledon.

***Jago and Shaw (1998)
in Masterman (2009)***



Alternative Typology

- Type A – **Irregular, one off**, major international spectator events generating significant economic activity e.g. Olympic Games.
- Type B – **Major spectator events** generating significant economic activity, media interest and **part of an annual cycle of sport events** e.g. Tour de France.
- Type C – **Irregular, one off**, major international spectator /competitor events generating limited economic activity.
- Type D – Major competitive events generating limited economic activity and part of an annual cycle of sport events e.g. AAAs champs.
- Type E – Minor competitor/spectator events generating very limited economic activity, no media interest and part of an annual domestic cycle of sport events e.g. Swansea 10k.

Adapted from Wilson (2006) and Gratton (2010)

Sports Events

Mega

Sub Mega

Non Mega

National /
International

Domestic

Type A

Type B

Type C

Type D

Type E

Irregular, one-off major international spectator events generating significant economic activity and media interest (e.g. Olympic Games, Football World Cup)

Major spectator events generating significant economic activity, media interest and part of an annual domestic cycle of sports events (e.g. Open Golf, Wimbledon)

Irregular, one off, major international spectator / competitor events generating limited economic activity (e.g. World Badminton Championships, Grand Prix Athletics)

Major competitor events generating limited economic activity and part of an annual cycle of events (e.g. national championships in most sports)

Minor competitor / spectator events, generating very limited economic activity, no media interest and part of an annual domestic cycle of sports events (e.g. local and regional events in most sports)

Source: Adapted from Gratton *et al.* (2000); Wilson (2006)

TASK



How many sports events can you name in the following clips?

https://youtu.be/l5_hlozyEA0

Coffee Break Teasers – 20 mins

Q1. Who is responsible for organising major sports events in Wales?

Q2. How does Wales benefit from hosting major sports events?

- List as many benefits as you can.
- How can these benefits be measured?

Make notes so you can feedback to the group.

Event Wales – a Major Events Strategy for Wales

The 2020 Vision

*Wales recognised as a consistently outstanding
destination for major events*

Mission Statement

*Developing a balanced and sustainable
portfolio of major events which enhances Wales'
international reputation and the wellbeing of its people
and communities*

Welsh Government Well-Being of Future Generations (Wales) Act 2015

To make sure we are all working towards the same vision, the Act puts in place seven well-being goals.



The Well-being of Future Generations Act is about improving the social, economic, environmental and cultural well-being of Wales.

All public bodies must adhere to it and will be audited against it.



Llywodraeth Cymru
Welsh Government

“We want to strengthen Wales’ position as an events destination”.



Our focus is to:

- Attract **major international events** which deliver a significant **economic return on investment** and enhance the **Wales brand**;
- Work with the owners and organisers of Wales' **signature events** to identify new and innovative ways of extending their reach to **new audiences both inside and outside Wales**;
- Work with **local and regional partners** to identify potential **'growth events'**, explore opportunities for creating new events
- Maximise investment in major events. This includes exploitation of associated commercial benefits such as branding, broadcasting rights and leveraging business networks
- Build a **strong Welsh skills base** of knowledge and experience. This is critical in the development of a **sustainable events industry** delivering a compelling events portfolio.

The need for Event Wales

Fiercely competitive global market

A co-ordinated and coherent approach

Proactive rather than reactive

Need to work smarter in targeting investments and maximising wider benefits

Framework to assess and prioritise investments in a fair and equitable way

Assessment Framework

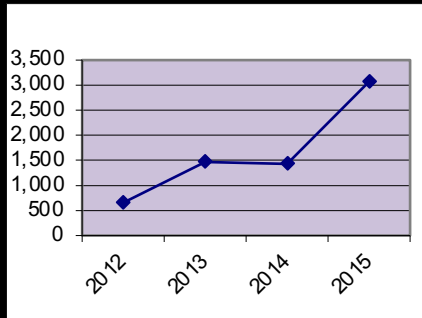
All events assessed against criteria aligned to Welsh Government's wider policy agenda

Determine the strategic case for MEU investment

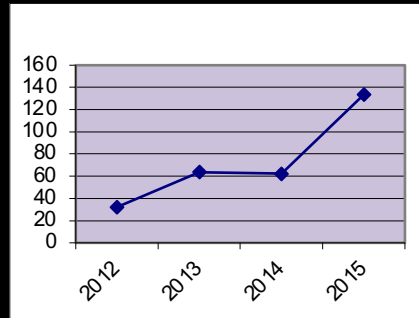
Ensures that impact and legacy are at the heart of planning and decision making process

Balanced approach – applying different sets of criteria to different types of events

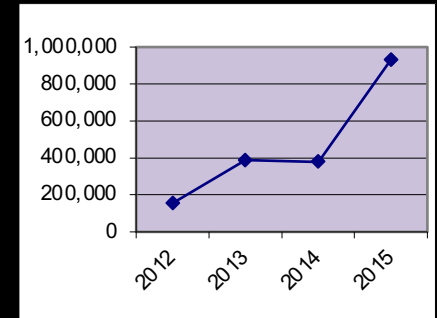
2015 Outputs



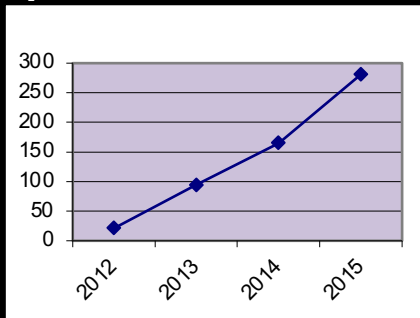
**Jobs Created /
Supported 3,000+**



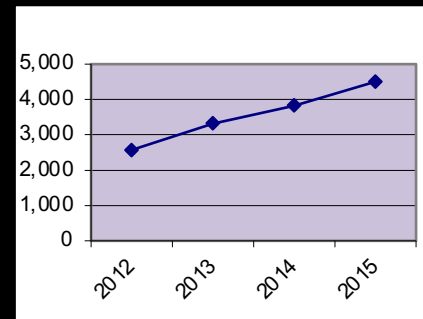
**£132 million
economic
impact (£80m
RWC)**



**Non Wales
Visitors
900,000**



**Placements
300**



**Volunteers
4,500+**

Challenges

- **Economic climate**
- **Infrastructure**
- **Finance**
- **Confidence, Competence and Perceptions**



International Partners



Event Wales- Task

Find the event Wales Strategy 2022-2030- In groups make 2 PowerPoint slides max to review the strategy theme

- 1- Mission statement /strategic approach
- 2- Authenticity / All of Wales
- 3- Strong foundations- people, place, planet
- 4-Role of private sector, local government and Welsh government
- 5-Review – what does success look like

UK Government Perspective

*“Hosting major events plays a vital role in preparing our athletes for international success, enhancing the **economic impact of sport** and providing a platform for inspiring those that experience them”.*

HM Government (2015) Sporting Future: A New Strategy for an Active Nation (p. 48).

"Sport is big business, contributing tens of billions of pounds...to the British economy every year.... We want to help this industry stay on the top step of the podium for many years to come"

Rt Hon SAJID JAVID MP Secretary of State
Department for Business, Innovation and
Skills



Source: Sporting Future: HM Government (2015, page 57), Sporting Future: A New Strategy for an Active Nation.

League Table of Global Sport Impact

Top 5 Countries 2015

1st Russia

2nd Canada

3rd UK

4th China

5th USA

Top 5 Countries 2017

1st USA

2nd UK

3rd Russia

4th China

5th Canada

<http://www.sportcal.co.uk/Impact/NationsIndex>

GSI Nations Index – Top 20 (2013-2026)

RANK	CHANGE	NATION	EVENTS	TOTAL
1	+2	China	43	40,709
2	-1	USA	49	40,619
3	+2	Japan	29	39,631
4	-2	United Kingdom	30	32,770
5	-1	Russia	32	32,378
6	=	Canada	42	29,925
7	+1	France	28	28,196
8	-1	Germany	37	27,846
9	=	Italy	29	22,858
10	+1	Spain	19	19,192

GSI Bidding Nations Index 2018 – Full results

RANK	NATION	CONTINENT	EVENTS	GSI SCORE
1	USA	North America	5	12,027
2	Germany	Europe	7	10,187
3	China	Asia	5	5,471
4	France	Europe	3	5,151
5	Canada	North America	3	4,109
6	Hungary	Europe	2	4,105
7	Denmark	Europe	4	3,988
8	Russia	Europe	4	3,897
9	Slovenia	Europe	2	3,767
10	Sweden	Europe	3	3,759
11	Netherlands	Europe	4	3,720
12	Japan	Asia	4	3,654
13	Senegal	Africa	1	3,051
14	Switzerland	Europe	2	3,008
15	Belgium	Europe	2	2,579
16	Ghana	Africa	1	2,386
17	United Kingdom	Europe	2	2,286

GSI Nations Index 2019 – Top 20

RANK	CHANGE	NATION	EVENTS	TOTAL
1	+2	China	43	40,709
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3	+2	Japan	29	39,631
4	-2	United Kingdom	30	32,770
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6	=	Canada	42	29,925
7	+1	France	28	28,196
8	-1	Germany	37	27,846
9	=	Italy	29	22,858
10	+1	Spain	19	19,192
11	+1	Korea	19	18,827
12	+2	Denmark	21	18,486
13	+2	Switzerland	17	18,274
14	+3	Netherlands	25	18,206
15	-2	Austria	18	17,533
16	-6	Brazil	9	17,182
17	-1	Qatar	10	16,227
18	+2	Hungary	18	16,192
19	=	Australia	13	14,798
20	-2	Sweden	17	14,684

League Table of Global Sport Impact

Top 5 Cities 2015

1st London

2nd Rio

3rd Moscow

4th Tokyo

5th Paris

74th Cardiff

Top 5 Cities 2017

1st London

2nd Rio

3rd Tokyo

4th Moscow

5th Doha

78th Cardiff

<http://www.sportcal.co.uk/Impact/NationsIndex>

Three main areas of benefit:

1. Sporting benefits e.g. medals.
2. Economic benefits e.g. job creation.
3. Increased participation/social inclusion. n.b. **LEGACY.**

London 2012 Legacy

- ✓ 1.65m more playing sport in 2015 than in 2005 – the year of the successful bid.
- ✓ Over £14b trade and investment benefits.
- ✓ All 8 permanent Olympic events have secure futures.
- ✓ Over 8 million visitors the Olympic Park since it opened.

Source: Sporting Future (2015)



London Olympic Stadium



OUR NEW

XXXXXXXXX

HOUSE

WEST HAM UNITED ITALY - WWW.STATION936.I





Anniversary Games & 2017 World Athletics Championships

Q. What other major events have delivered a successful legacy?

Q. Have all Olympic & Paralympic Games achieved a good legacy?



Etihad Campus







2008 Beijing Olympics Softball Stadium



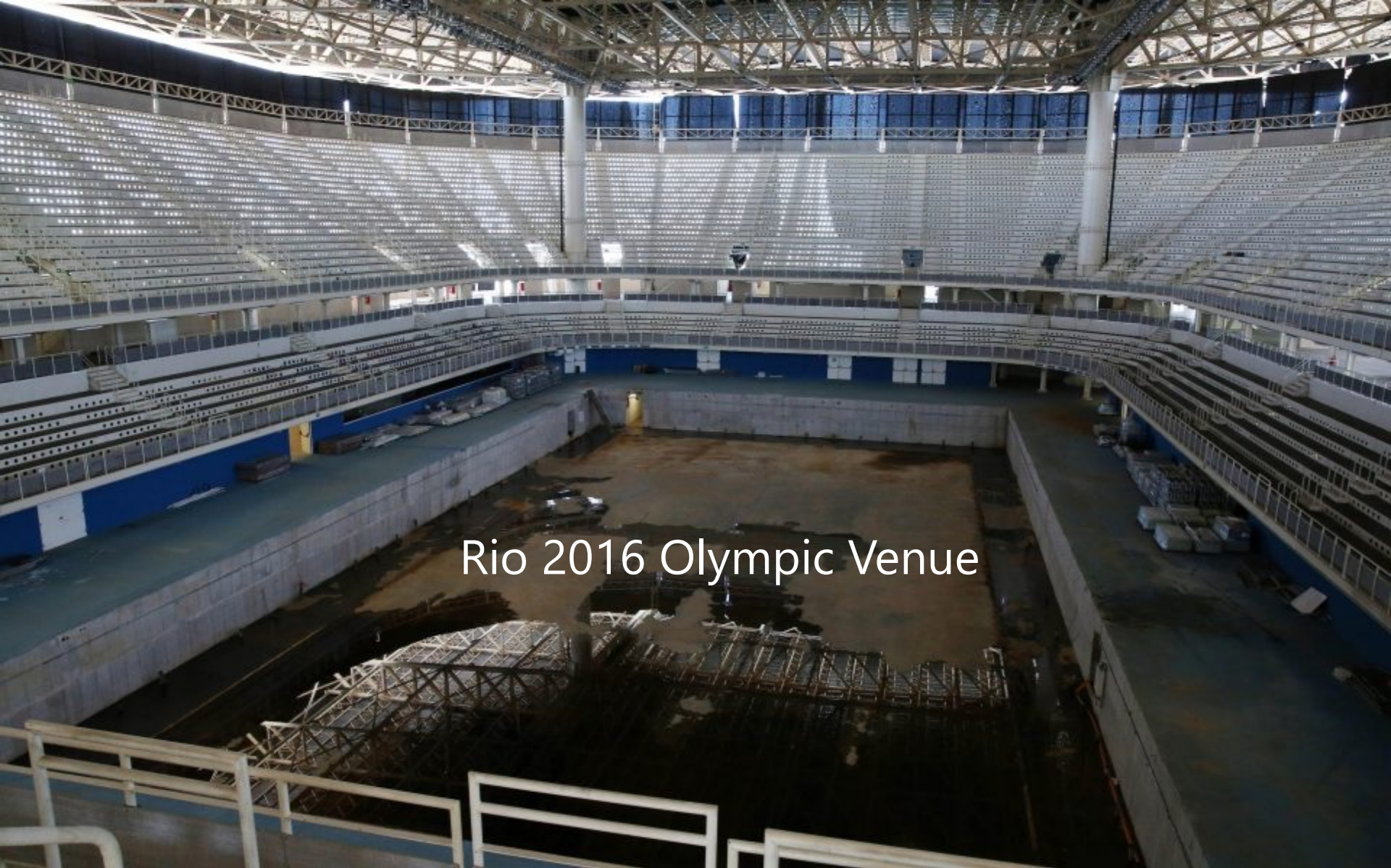
1984 Sarejevo Olympics Ski Jumps



2004 Athens Olympics Beach Volleyball Stadium



2004 Athens Olympics Canoe Slalom Stadium



Rio 2016 Olympic Venue



Rio 2016 Olympic Venue



Melbourne Sports Precinct (1956-)



Individual Task: 15 mins

Find a relevant journal paper or broadsheet newspaper article that is reviewing the merits of staging a major sporting event e.g. Commonwealth Games, Rugby World Cup, Ryder Cup, Champions League Final, Olympics Games etc.

What are the main reasons given in favour of bidding for your chosen event?

Make a mental note so you can feedback to the class.

TASK

In pairs. Time: 15 mins.

***Consider the following list of Major Events and select your top 5 in terms of
(a) economic impact and
(b) increased sports participation or 'legacy' and give your reasons why.***

Recent & forthcoming Major Events in UK

Year	Sport	Event	Venue	Date
2016	Cycling	UCI Track Cycling World Championships	London	24-28 February
2016	Athletics	World Half Marathon Championships	Cardiff	March
2016	Cycling	UCI BMX Supercross World Cup Series	Manchester	9-10 April
2016	Swimming	LEN European Swimming Championships	London	May
2016	Archery	European Archery Championships	Nottingham	23-29 May
2016	Triathlon	ITU World Triathlon Series	Leeds	11-12 June
2016	Hockey	FIH Champions Trophy Women	London	18-26 June
2016	Curling	European Curling Championships	Renfrewshire	19-26 November
2017	Para- Athletics	IPC World Athletics Championships	London	15-23 July
2017	Hockey	FIH Men's World League	London	12-23 July
2017	Cricket	ICC Women's World Cup	England (TBC)	4-27 August
2017	Athletics	World Athletics Championships	London	5-13 August
2017	Cricket	ICC Champions Trophy	Cardiff, London and Birmingham	Summer
2017	Badminton	World Individual Badminton Championships	Glasgow	21-27 August
2018	Hockey	FIH Women's World Cup	London	7-21 July
2018	Athletics	World Indoor Championships	Birmingham	Summer
2019	Curling	World Wheelchair Curling Championships	Stirling	February
2019	Cricket	ICC Cricket World Cup	England	30 May-15 July
2019	Netball	Netball World Cup	Liverpool	5-14 July
2020	Curling	World Curling Championships (Men)	Glasgow	28 March 5 April
2020	Football	UEFA European Championships	London (Final, Semi Final) and Glasgow (Group Stage and second round)	Summer

TOUR OF BRITAIN

- 110,000 visitors pan Wales
- Economic Impact £3.2 million
- Live broadcast on ITV
- 20 teams, 10 different nations

IRONMAN

- 2,150 athletes - 200+ from Ireland, Germany & USA
- Economic impact £3.5m

- IRONMAN Wales ranked 2nd globally - WTC



WALES RALLY GB

- 80,000 visitors
- Economic impact £10 million
- Live TV



RedBull Cliffdiving

Our stunning landscape as
a sporting arena





Crowds mobbed Cardiff for the 'biggest speedway event in the world'



World Half Marathon 2016

- Largest athletics event ever held in Wales
- 200 elite athletes, 15,000+ runners (40% outside Wales)
- 2hrs live BBC1 coverage + highlights, worldwide broadcast
- 1,200 volunteers, £1.9m raised for charity, £4m+ EI



SOCIAL RUNNING IMPACTS

- Cardiff 100 Club
- Alfie's Angels'
- Athletics for a Better World



Audience with Mo Farah + Paula Radcliffe



Jayne Bissmire

28 March

I have to admit, I wasn't expect to burst into tears as I crossed the finishing line. What an experience. I've been walking like a duck for two days, but couldn't be happier. This brings my own personal journey to a close. It was the ultimate goal, and I'd like to thank ABW for the opportunity and all members of this group for your open discussion, help and advice.

I wrote a little blog and mention ABW. No need to read unless you really want to, but at the moment I am sooooo thankful to everyone!!

<https://cinamonstick.wordpress.com/.../28/half-the-world-away/>



1,200 Extra Milers

Velothon Wales

- One of the largest mass participation road events in world
- 20 pro teams, 14,000 weekend cyclists, >55% from outside Wales, C4/Sky/S4C coverage, 500 'Velonteers', £500k charity, +£1m EI



CONWY FEAST

- 3,600 visitors
- Economic impact £1.5 million



FN6: 8,000 Visitors, 10% stayed 8+ days, 23% attracted by location, 15% spent £250+
Refreshing Portmeirion's tourism offer



Tasks for next week

1. Consider which Welsh town or city your event will be held in.
2. Try and find a copy of the sports event calendar for your location.
3. Draw up a short list of event options and potential venues/locations.
4. Withdraw textbook from library.

Any Questions?

Thanks for listening

Any questions?

References

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- Wilson, R. (2006). The Economic Impact of Local Sports Events – significant, limited or otherwise? A case study of four swimming events. *Managing Leisure* (11) pp. 57-70.