

Strategic Sports Events Management BMSM6006



Lecture 3 The Sports Event Planning Process 2021-22

- This year reference the UK Govt Gold Framework – note the timing;
- Also add this into the financing of events – probably need to add a bit here on funding.

1958 British Empire & Commonwealth Games: Cardiff



PARC YR ARFAU, CAERDYDD/CARDIFF ARMS PARK

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1958 British Empire & Commonwealth Games: Cardiff



Cardiff 1958 and Glasgow 2014 Comparison



CARDIFF

- 35 Nations
- 1130 athletes
- 228 officials
- 23 countries & dependencies won medals
- ££ Cost ?
- Wales 11th in medals table (1G, 3S, 7B)
- Queen's Baton Relay introduced (impact?)



GLASGOW

- 71 Nations
- 4950 athletes
- 15000 Games volunteers
- 35 countries & dependencies won medals
- Cost £575m
- Wales 13th in medals table (5G, 11S, 20B)



***Where
will it
take place
in 2026?***

Last Week Overview

Politics and Events

- Brief historical perspective
- What are the perceived political gains?

Bidding for Events

- Potential benefits of bidding
- The stages of the process
- Olympic Host City bids
- Examples of successful/unsuccessful bids
- Contextual issues e.g. corruption e.g. sportswashing.

The Planning Process

- **The major stage in the lifecycle of an event.**
- Event MGT is similar to Project MGT – good planning vital, start and finish points.
- Events require robust plans that can stand up to pressure – especially MEGA events.
- Remember: “failing to plan is planning to fail” (n.b. Picketts Lock 2001).

The bid process UK Sport

- Look at the module moodle page
- Resources
- Uk Sport gold framework
- Page 8 / 9

Picketts Lock fiasco: bid for World Athletics Championship 2005



"Picketts Lock is a very good example of what happens when you make things up as you go along," Gerald Kaufman, chairman of the Culture, Media and Sport select committee

For back story visit: http://news.bbc.co.uk/1/hi/uk_politics/1675955.stm

From chumps to champs in 12 years





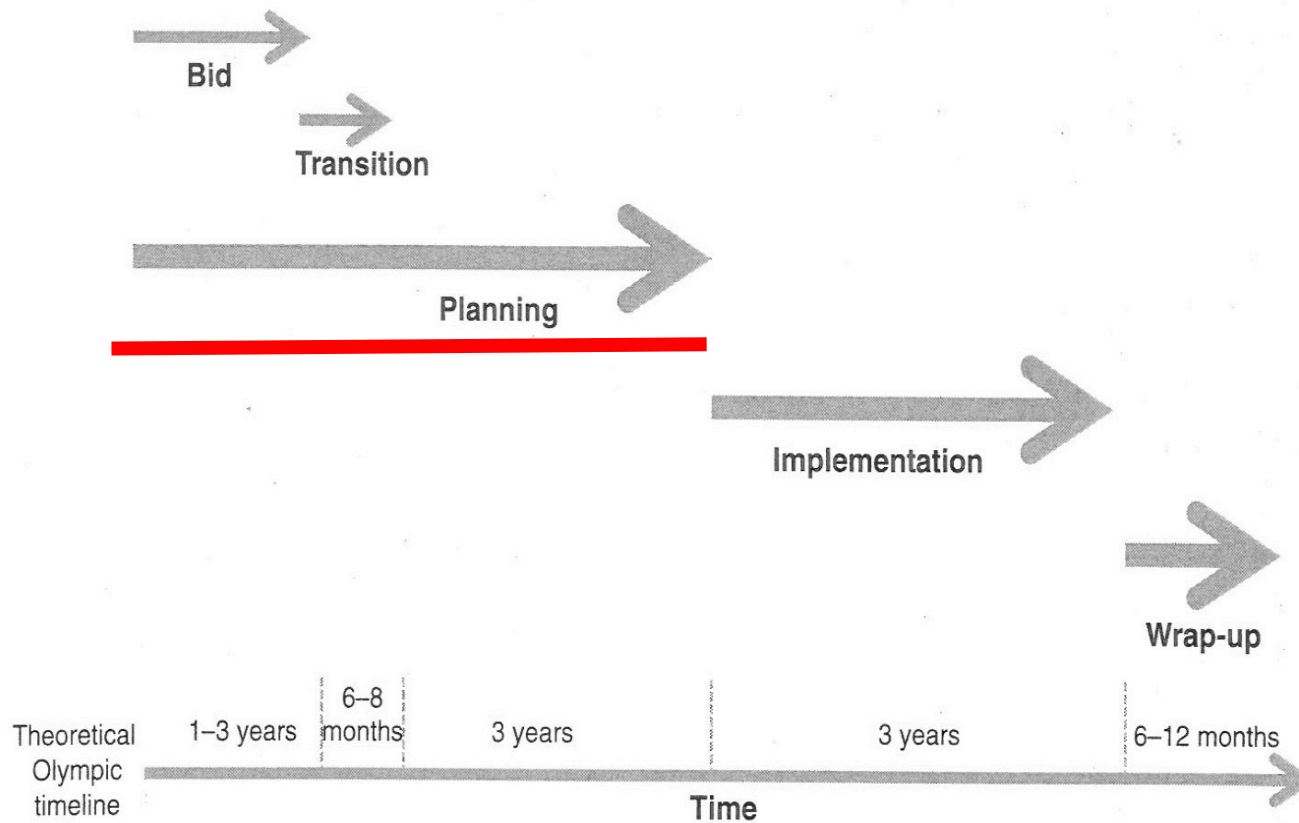


Figure 1.3 The major sports event lifecycle.

Source: Parent and Smith-Swan (2013:11)

Timeline of Key Decisions

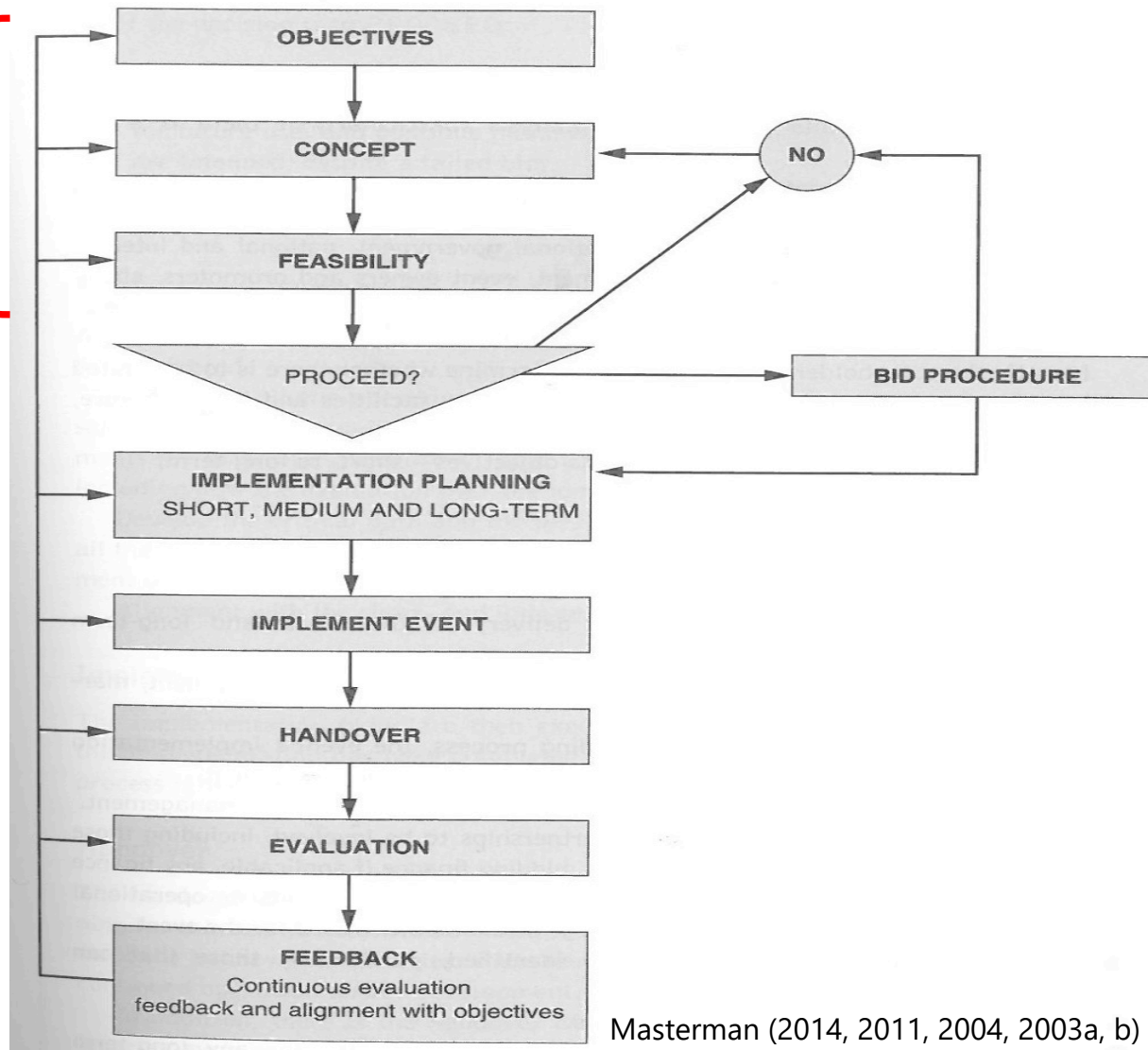
Foster et al. (2016 p.214)

1. Selecting the event location.
2. Creating the event and building the event brand.
3. Planning the event.
4. Preparing the event.
5. Operating the event.
6. Closing the event and post-event evaluation.



Event Planning

Assignment Part 1



Masterman (2014, 2011, 2004, 2003a, b) Event Planning Process

Assignment Part 1- A1

Part 1: Event Scoping and Feasibility (1000 words approx.)

Your task is to identify a major sport event that a location in Wales could feasibly host. The event can be either: national or international; irregular or part of an annual cycle of events; a major spectator event generating significant economic impact or a major competitor event generating limited economic activity (e.g. Welsh athletics championships).

Students must clarify the event's **objectives and concept**, and make a robust case for the event's **feasibility, strategic fit and potential impact**. This requires students to scope out the **cost of the event and financing options**, plus the **market for the event and its competition**. Students will need to consider existing sports event calendars, local and national policy agendas (Wales and UK) and the impact of recent major sports events.

Assignment Part 2- A1

Part 2: Strategic Marketing Overview (1000 words approx.)

The second part of the assignment requires students to consider how they will **attract and retain customers/spectators** to the event. This section should commence by addressing the **market segmentation, targeting and positioning** of the event. It must also detail how the **marketing mix** can be best manipulated to address the needs and wants of customers, and conclude by specifying **clear marketing objectives and specific tactics** to help fulfil the objectives.

Both parts must be underpinned with appropriate references to academic theory, industry and government publications and empirical evidence.

Objectives (n.b. SMART)



- Why bid/stage the event?
- What is the **purpose** e.g. increased participation.
- What and **who will it benefit** and how?
- What **type of benefits** – political, social, cultural, environmental, sports, economic and other benefits?
- How long will these benefits last? (Short term, MT, LT)
- Bidding processes preferably considered at this stage.

Source: Masterman (2014)



What are you trying to achieve?

What difference will the event make?

5 minute task:
Make notes for your
own event

Concept

- What is the event and what will it look like?
- Moment to undertake situational analysis (SWOT, PEST) and competitor analysis – especially if a bid is involved.
- Must consider scale, timings, locations and venues, facilities required, and target markets.
- Identify strategic partners.
- Identify all internal and external decision makers.
- Identify stakeholders and organisers.
- Ensure concept is aligned with objectives.

Source: Masterman (2014)

STRATEGIC ANALYSIS

"Like an army general, the sport manager must first make an assessment of the 'battle' conditions. They do this by studying the capacities and deficiencies of their own organization, competing organizations, stakeholder groups, and the business environment or 'battlefield'. This first stage in the strategic management process is known as Strategy Analysis" Hoye et al. (2018, p. 94)

Strategy Analysis	<i>Internal Analysis</i> (capabilities, deficiencies, and stakeholders)	Strengths Weaknesses
	<i>External Analysis</i> (environment, competitors, and customers)	Opportunities Threats
Strategy Direction	<i>Mission</i> <i>Vision</i> <i>Objectives</i>	Performance Measures
Strategy Formulation	<i>Strategic Options</i>	Generic Strategies <i>Cost Leadership</i> <i>Differentiation</i> <i>Focus</i>
Strategy Implementation	<i>Deployment of Strategy</i>	Products Services Systems Structure Culture
Strategy Evaluation	<i>Performance Measurement</i>	Corrective Action

FIGURE 5.1 The strategic management process

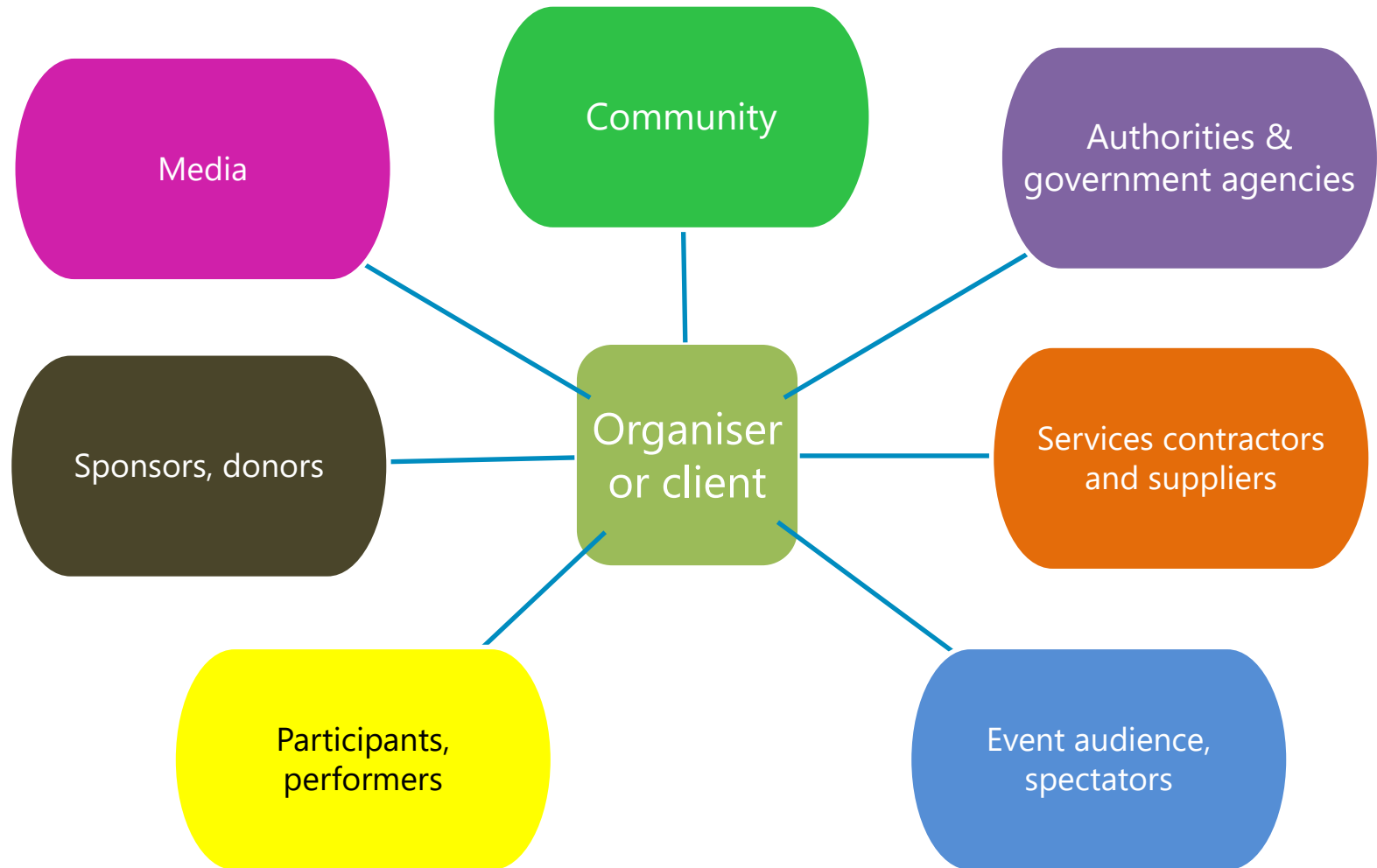
Hoye *et al.* (2018, p.95)

TABLE 5.1 Competitor analysis dimensions

<i>Dimension</i>	<i>Description</i>
Geographic Scope	Location and overlap
Vision and Intent	Ranges from survival to attempts at dominance
Objective	Short- to medium-term intentions
Market Share and Position	From small player to virtual monopolist
Strategy	Methods of gaining a competitive advantage
Resources	Volume and availability
Target Market	To whom the products and services are directed
Marketing Approach	The products, services and promotions, pricing, and distribution behind them

Hoye *et al.* (2018, p.98)

Event stakeholders (Van der Wagen and White, 2010)



Situational Analysis (SWOT)

It enables the business to place itself and its products/services into perspective.

SWOT analysis highlights the main **internal strengths and weaknesses** of the business, together with any **external opportunities and threats**.

Findings from a SWOT analysis allow a business to identify where it should focus its attention. It can assist in both short-term and long-term objectives.

SWOT Analysis

STRENGTHS (internal)	WEAKNESSES (internal)
Identify strengths – consider how they can be built upon.	Identify weaknesses – how can they be minimised and/or converted to strengths.
OPPORTUNITIES (external)	THREATS (external)

10 minute task:
Make a start for your
own event

PEST Analysis – External Environmental

POLITICAL	ECONOMIC

SOCIAL	TECHNOLOGICAL

10 minute task:
Make a start for your
own event

See also Van der Wagen and White (2010), ch2

- Starting point: **Stakeholder consultation** – take into account different stakeholder perspectives.
- Next: Concept or the purpose of the event.
- Location can be found once the concept is clear.
- Objectives – **SMART** e.g. number of participants e.g. break-even point or profit target.
- Scope of the event – date, time & duration, size.
- Risk management – likelihood and consequence.
- Implementation factors: theme, venue, audience, finance, timing, staff and contractors.

Event Feasibility

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



Confirm overall event rationale and goals through consultation with key stakeholders



Assess the proposed event in relation to other events, the industry and the community



Assess and determine the marketability of the proposed event through research and consultation



Evaluate the internal; and external factors that may impact on the viability of the proposed event

Analysis of event context and rationale (van der Wagen and White, 2010: 398)

Event Feasibility – see also Van der Wagen and White (2010) chapter 25.

Main elements of a feasibility study:

1. Analysis of the context and rationale (purpose) of the event.
2. Assessment of resource requirements and opportunities.
3. Evaluation of planning and operational requirements.
4. Development of recommendations and models.

Event Differentiation

When differentiating events, consider these variables:

- Purpose and objectives of the event;
- Scope of the event (e.g. single or multiple venues, road show);
- Nature of the audience (e.g. business people, sports fans, tourists);
- Marketing and distribution channels;
- Key stakeholders;
- Key elements of staging (e.g. competition, display, parade, conference).

Van der Wagen and White (2010: 14).

Key Elements of the Feasibility Stage

- ✓ Identify who is responsible for the delivery of short and long term objectives.
 - ✓ Identifies the resources required: HR (incl. volunteers), facilities, equipment, marketing, services, etc.
 - ✓ Considers the coordination of any bidding process, the event's implementation and the handover of legacies/facilities/venues/equipment.
 - ✓ Considers long term usage of facilities and their future management.
 - ✓ Determines the nature and timing of partnerships involved e.g. bidding finance e.g. finance to underwrite the event.
 - ✓ Identifies any partners not previously identified (especially financial ones).
 - ✓ Budget as per these requirements.
 - ✓ Cost-benefit analysis for the event and for long term objectives.
 - ✓ Determines the critical path required – short and long term.
 - ✓ Ensures alignments with short and long term objectives.
- Source: Masterman (2014)

TASK: Sports Event “Pitch”

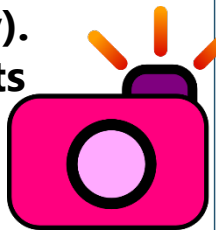
In groups of 4 max. Time 45 mins



You are part of a new Events Team at the City & County of Swansea Council, and have been tasked with bringing a new Sports Event to the City to boost the economy and get more local residents “hooked on sport” for life.

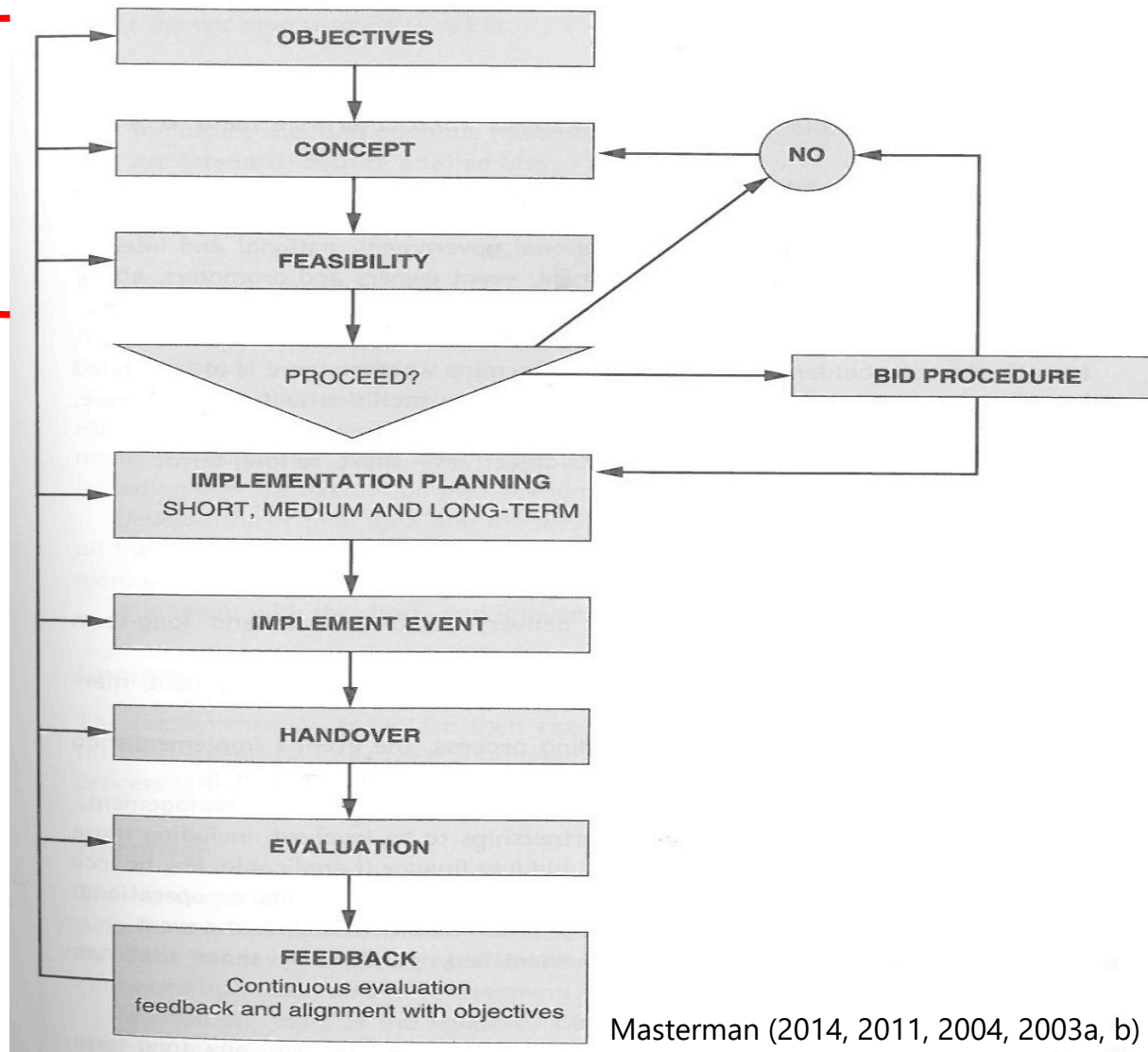
As a team you must determine your event’s objectives, concept and feasibility and present your findings to the Council’s Strategic Director for Leisure & Tourism, who will decide if you can implement your event.

Try to provide as much detail for all 3 stages (objectives, concept and feasibility). Each group will have 5 mins to make their “pitch.” Powerpoint and/or flip charts can be used.



Refer to Masterman (2014) chapter 3, WG Event’s Assessment Criteria, any other recommending reading and your lecture notes.

Assignment Part 1



Masterman (2014, 2011, 2004, 2003a, b) Event Planning Process

Implementation Planning Stage

1. “Involves the determination of strategies that can achieve the objectives,” Masterman (2014: 86).
2. Develops critical path and the performance indicators.
3. Alignment with short and long term objectives.

Source: Masterman (2014)

Strategies

- Financial strategy (income & exp., cashflow forecast, break even analysis, sponsorship)
- HR Strategy e.g. volunteer recruitment, training and deployment
- Partnerships (e.g. strategic, delivery)
- Suppliers e.g. catering.
- Services e.g. security.
- Facilities
- Equipment e.g. I.T.
- **Sales and marketing.**

Source: Masterman (2014)

Event Management

Step 1 Scope of work: amount of work required.

Step 2 Work Breakdown: personnel, communication, venues/equipment, legal and licencing, financial control, marketing, services, health & safety.

Step 3 Task Analysis: resourcing and costing for each Work Breakdown category; budgets.

Step 4 Scheduling: timelines.

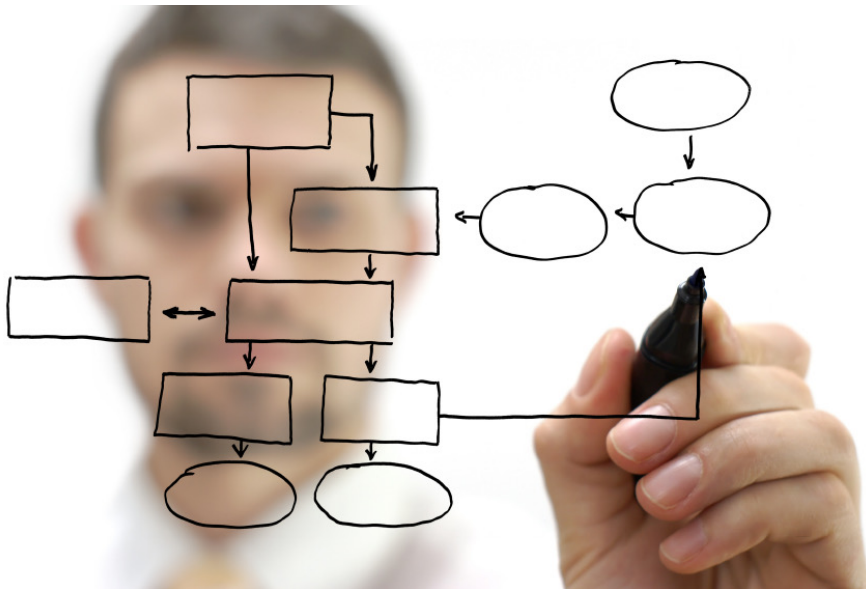
Step 5 Critical Path: timelines combined into a Gannt Chart, and deadlines set.

Step 6 Responsibility Allocation: organisational structures; communication lines.

During and After Event Stages

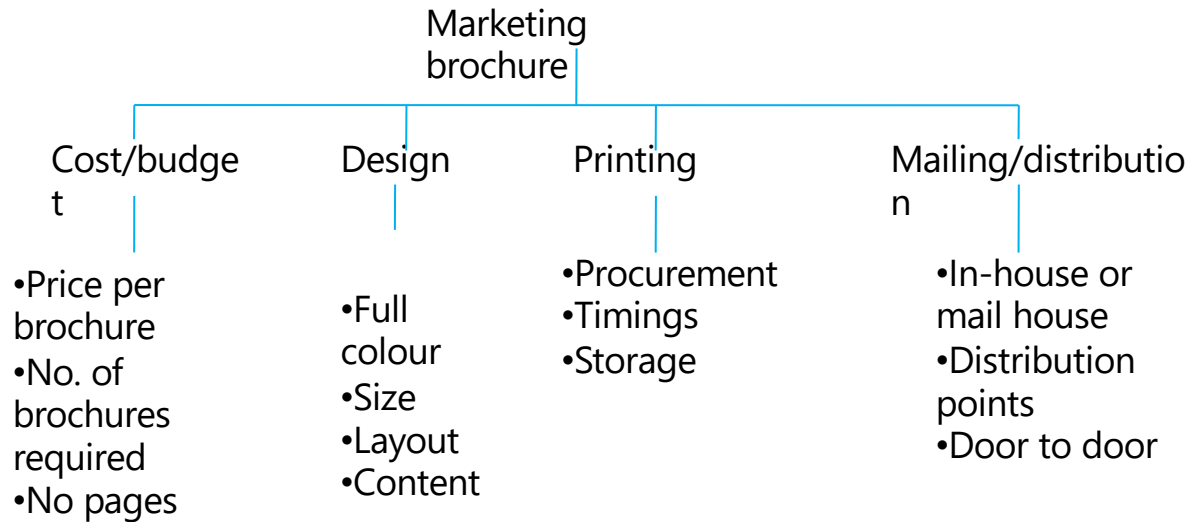
- Handover of event
- Handover / reuse of facilities
- Post event use
- Legacy
- Evaluation
- Short term Research – Impacts
- Costs, benefits, economic impacts, performance,
- Medium and long term legacies and impacts
- Continual evaluation
- Feedback
- Recommendations
- Future event support

Planning Tools- Tracking progress



- Work Breakdown Structure
- Flowcharts
- Gantt Charts

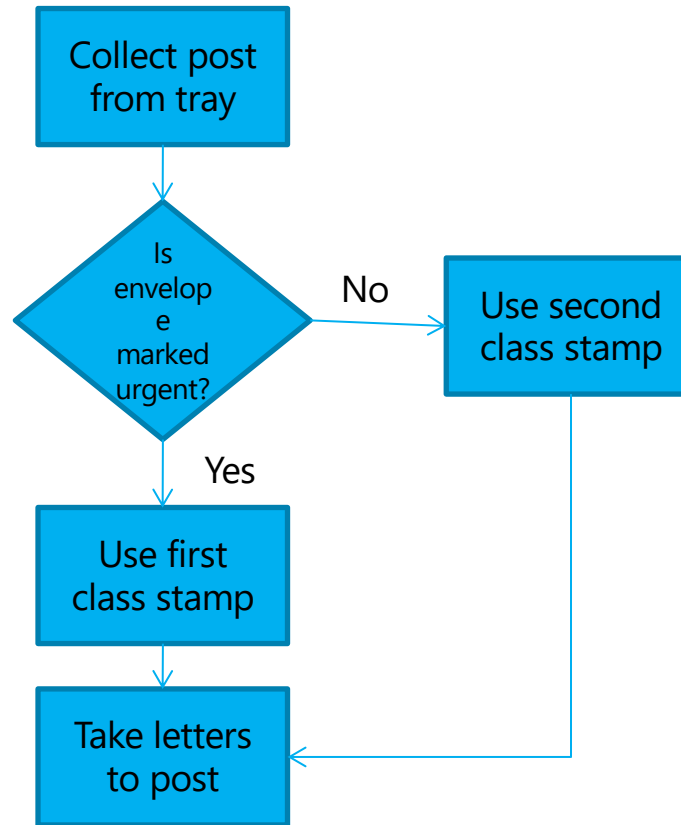
Work Breakdown Structure



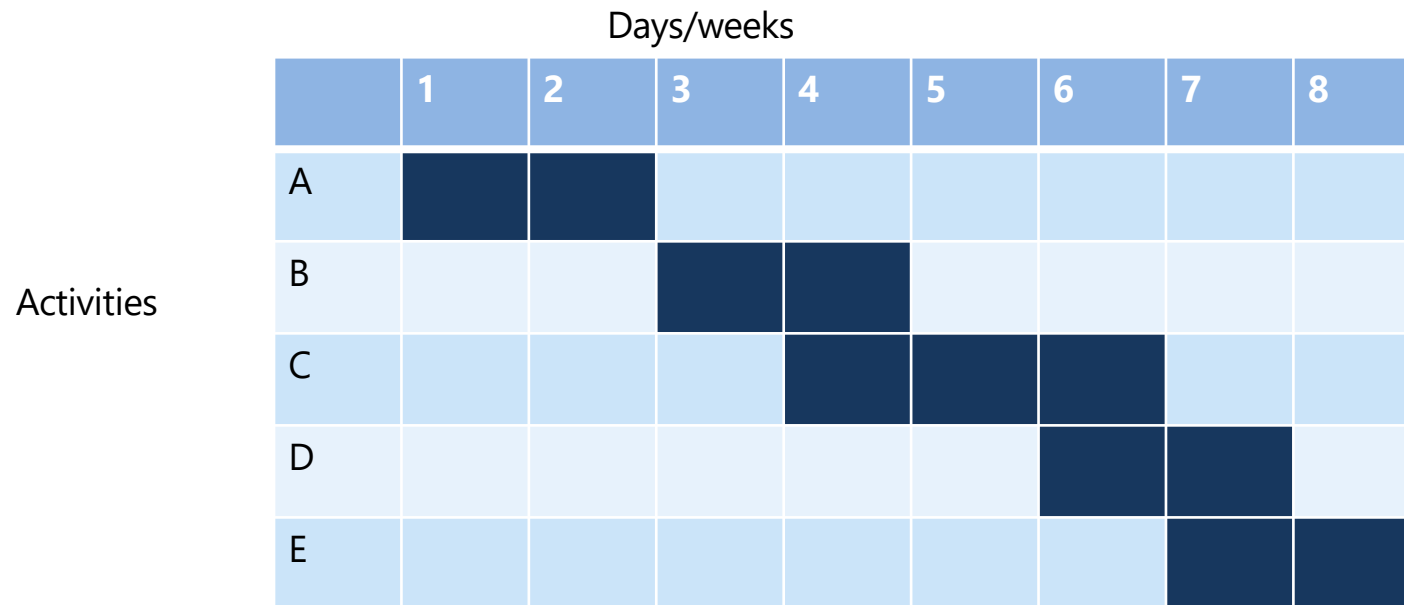
Shows the component parts of the project and the relationship between them.

Flowcharts

Shows the sequence of events/activities/tasks that have to take place.



Gantt Charts



Shows the timings and scheduling of events/activities/tasks, the sequencing of those activities and the overall project length.

	A	B	C	D	E	F	G	H	I	J	K																		
3	[Project Name]																												
4	[Company Name]					Today's Date: 2/24/2009 Tuesday																							
5	(vertical red line)																												
6	Project Lead: John Doe																												
7	Start Date: 1/5/2009 Monday																												
8	First Day of Week (Mon=2): 2																												
9	WBS	Tasks	Task Lead	Start	End	Duration (Days)	% Complete	Working Days	Days Complete	Days Remaining	05 - Jan - 09	12 - Jan - 09	19 - Jan - 09	26 - Jan - 09	02 - Feb - 09	09 - Feb - 09	16 - Feb - 09	23 - Feb - 09	02 - Mar - 09	09 - Mar - 09	16 - Mar - 09	23 - Mar - 09	30 - Mar - 09	06 - Apr - 09	13 - Apr - 09	20 - Apr - 09	27 - Apr - 09	04 - May - 09	
10	1	Task Category 1	John	1/03/09	3/18/09	75	70%	53	52	23																			
11	1.1	Sub Tasklevel 2		1/03/09	1/20/09	18	100%	12	18	0																			
12	1.2	Sub Tasklevel 2		1/21/09	2/19/09	30	95%	22	28	2																			
13	1.2.1	Sub Tasklevel 3		1/22/09	1/31/09	10	20%	7	2	8																			
14	1.2.2	Sub Tasklevel 3		1/23/09	2/01/09	10	20%	6	2	8																			
15	1.3	Sub Tasklevel 2		1/22/09	2/09/09	19	95%	13	18	1																			
16	1.4	Sub Tasklevel 2		2/10/09	3/18/09	37	50%	27	18	19																			
17	2	Task Category 2	Jane	3/01/09	5/12/09	73	13%	52	9	64																			
18	2.1	Sub Tasklevel 2		3/01/09	3/17/09	17	50%	12	8	9																			
19	2.2	Sub Tasklevel 2		3/01/09	3/17/09	17	30%	12	5	12																			
20	2.3	Sub Tasklevel 2		3/18/09	4/25/09	39	0%	28	0	39																			
21	2.4	Sub Tasklevel 2		4/15/09	5/12/09	28	0%	20	0	28																			
22	3	Task Category 3	Bill	4/25/09	8/02/09	100	0%	70	0	100																			
23	3.1	Sub Tasklevel 2		4/25/09	5/11/09	17	0%	11	0	17																			
24	3.2	Sub Tasklevel 2		5/12/09	5/28/09	17	0%	13	0	17																			
25	3.3	Sub Tasklevel 2		5/29/09	7/05/09	38	0%	26	0	38																			
26	3.4	Sub Tasklevel 2		7/05/09	8/02/09	29	0%	20	0	29																			
27	4	Task Category 4	Bill	4/25/09	8/02/09	100	0%	70	0	100																			
28	4.1	Sub Tasklevel 2		4/25/09	5/11/09	17	0%	11	0	17																			
29	4.2	Sub Tasklevel 2		5/12/09	5/28/09	17	0%	13	0	17																			
30	4.3	Sub Tasklevel 2		5/29/09	7/05/09	38	0%	26	0	38																			
31	4.4	Sub Tasklevel 2		7/05/09	8/02/09	29	0%	20	0	29																			
32																													

Clubs Solutions Wales

Visit this website for some handy tips:

<https://www.clubsolutions.wales/organising-events/>

Cardiff 1958 Highlights

<http://www.bing.com/videos/search?q=Empire+Games+Cardiff&&view=detail&mid=705F880DF79568163254705F880DF79568163254&FORM=VRDGAR>

<http://www.bing.com/videos/search?q=Empire+Games+Cardiff&&view=detail&mid=A2B995EE5AC33DBC82EFA2B995EE5AC33DBC82EF&FORM=VRDGAR>

Week 3 Independent Study Tasks

1. Draft a **Mission Statement** for your event

A mission statement should be a central statement that defines what the business is and what will become. A well defined mission statement should be the starting point for formulating marketing strategy. E.g. Reebok "to be the best fitness brand in the World".

2. Draft the **main objectives** for your event
3. Identify your event's **strategic partners & stakeholders**



Please complete & feedback in Lecture 4.

Recommended Reading

- Beech, J., and Chadwick, S. (2004). *The Business of Sport Management*. London: Pearson Education Ltd.
- Foster, G., O'Reilly, N., and Davila, A. (2016). *Sports Business Management – Decision Making Around the Globe*. Routledge.
- Hoye, R., Smith, A.C.T., Nicholson, M., and Stewart, B. (2018). *Sport Management – Principles and Applications*, Fifth Edition. London: Routledge.
- Parent, M.M, and Smith-Swan, S. (2013). *Managing Major Sports Events – Theory and Practice*. Routledge.
- Masterman, G. (2014). *Strategic Sports Event Management*, Third Edition.
- Torkildsen, G. (2000). *Leisure and Recreation Management*. London: E&FN Spon.
- Van der Wagen and White (2010) *Events Management for tourism, cultural, business and sporting events*. Melbourne, Australia: Pearson.

References

Foster, G., O'Reilly, N., and Davila, A. (2016). Sports Business Management – Decision Making Around the Globe. Routledge.

Hoye, R., Smith, A.C.T., Nicholson, M., and Stewart, B. (2018). *Sport Management – Principles and Applications*, Fifth Edition. London: Routledge.

Parent, M.M, and Smith-Swan, S. (2013). Managing Major Sports Events – Theory and Practice. Routledge.

Masterman, G. (2014). Strategic Sports Event Management, Third Edition.

Van der Wagen and White (2010) *Events Management for tourism, cultural, business and sporting events* (Ch25)

More info here on Cardiff 1958 Games:

<http://www.rugbyrelics.com/info/sport-wales/1958-empire-games-cardiff.htm>

Event MGT Bodies of Knowledge

Event MGT Body of Knowledge – EMBOK

www.embok.org

Event Project Management System

www.epms.net

Project Management Book of Knowledge (PMBOK) provides a set of standardised terms and guidelines for project management.