



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
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Assignment 1: World Mixed Surf Championship

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Student Self Evaluation Form

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Programme:	Sports management	Year of programme	3
Assignment Title:	Case for Sports Event and Operational Planning Document		

This section repeats in brief the common assessment criteria detailed on previous pages. The *extent* to which these are demonstrated by you determines your mark. Using these criteria, tick the box that best indicates the level of achievement you feel you have achieved with regard to each of them.

Common Assessment Criteria Applied	Level of Achievement						
	REFER		3 rd	2:2	2:1	1 st	1 st
	OUTRIGHT FAIL	UNSATISFACTORY	SATISFACTORY	GOOD	VERY GOOD	EXCELLENT	EXCEPTIONAL
1. Engagement with literature	0-29% ☐	30-39% ☐	40-49% ☐	50-59% ☐	60-69% ☐	70-79% ☒	80-100% ☐
2. Knowledge and Understanding	0-29% ☐	30-39% ☐	40-49% ☐	50-59% ☐	60-69% ☐	70-79% ☒	80-100% ☐
3. Cognitive and intellectual skills (analysis)	0-29% ☐	30-39% ☐	40-49% ☐	50-59% ☐	60-69% ☒	70-79% ☐	80-100% ☐
4. Practical Skills	0-29% ☐	30-39% ☐	40-49% ☐	50-59% ☐	60-69% ☐	70-79% ☒	80-100% ☐
5. Skills for life and Professional Practice	0-29% ☐	30-39% ☐	40-49% ☐	50-59% ☐	60-69% ☐	70-79% ☐	80-100% ☒
PLEASE COMMENT ON AREAS IN WHICH YOU FEEL THAT YOU HAVE PERFORMED WELL					PLEASE COMMENT ON AREAS YOU FEEL THAT YOU NEED TO DEVELOP		
Designed a good structure for the planning Deeply research By doing a critical evaluation why this event will succeed					Research more on target markets from different perspectives (Could not add more words)		
Marker Comments							

Student's Name	Pablo Elipe	Date	8/11/2019
Student's Signature	<i>P. Elipe</i>		

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Introduction

Major events capture the imagination of people around the globe and can cause a social, cultural, economic, political or environmental positive impact (Masterman, 2009). In addition, the aim of a Major Events Strategy for Wales (Welsh Assembly Government, 2008) is to use the role of events as a driver for regeneration of initiatives moving forward such as *Wellbeing of Future Generations (Wales) Act 2015* by giving people real life experiences that promotes healthier lifestyles. Therefore, a surf event has been created to tackle well-being and marine environmental problems; the event will be planned in two parts. The first part will be focused on the objectives, concept and feasibility (Masterman, 2009; Allen et al. 2002; Bowdin, 2006; Shone and Parry, 2001). While the second part will consist on the marketing plan to meet the expectations, motivations and needs of customers through an environmental analysis, situational analysis, market segmentation and a market mix (See appendix 1) (Masterman, 2009; Westerbeek *et al.*, 2006; Parent and Smith-Swan, 2013).

PART 1

Objectives

It is fundamental to identify why the event is to be staged and its purpose prior to deciding what the event looks like or what it will be. The objectives determine the scale and nature of the event, they can be social, cultural, economic, political or environmental (Masterman, 2009). In contrast, Emery (2002) researched 400 major sport events and found that 64% were generally giving insufficient details and only used a single objective. There are multiple reasons for this due to the diverse nature of the different stakeholders involved. In addition, setting objectives for a long planning process could be inflexible considering all the things that can change in the meantime. Nevertheless, several sport management articles explained that the use of objectives provides the direction for planning and execution in order to develop a successful event (Allen et al. 2002; Bowdin, 2006; Shone and Parry, 2001).

1.1 Why stage the event?

Major sport events capture the imagination of people around the globe, while research has shown that they can provide significant economic benefits and improve the international reputation and profile of the host country and venue (Welsh Assembly Government, 2008). It is notable that within staging sporting events, there are several problems around UK and Wales which can be rectified (Welsh Assembly Government, 2008). Among these problems that are needed to be tackle it can be highlighted the health and economic consequences, and the marine environment (See appendix 2).

1.2 Event Purpose

The purpose of the event is to offer new sporting inspirational programming and environments with the best technology to the Welsh population (Welsh Assembly Government, 2008) to tackle health problems (such as obesity) and social inequalities (such as gender) by creating a mix gender surf championship. Moreover, the event will be created with the aim of aware the UK and the globe population in order to reduce the water temperature and microplastics of the marine environment.

1.3 Types of benefits

- Economic benefits
- Environmental benefits
- Wellbeing benefits
- Sporting benefits
- Social benefits

(See appendix 3)

1.4 Who and how will be benefit?

Firstly, the first aim is to create a more active wales population, by watching a new sport that have not been so introduce in Wales. Furthermore, under 25 years old will have the opportunity to practice bodysurf for free. Secondly, it will have a great impact in Wales economy and tourism due to the passion of surfers to surf the best wave, therefore the Welsh Government and the local community business (hotels, Snowdonia wavepool, restaurants, etc.) will be benefited. Thirdly, the marine environments awareness about its issues will be highly promoted during the event, as a solution 2 pounds from each person's entry will go to Surfers Against Sewage (2019).

2 Concept

In this section, the key is to know what the event is and how it is going to look like; having in consideration the scale of the event, timings, venues and locations, accessibility, equipment and the facilities required. In addition, it is necessary to identify potential strategic partners, possibly national or international government, promoters, governing bodies or charities (Masterman, 2009).

2.1 Event aspects

2.1.1 Scale

It will be a major hallmark event staged at an international level which means that it will have a high status with the attraction of a large audience by TV broadcast and into the permanent facility (Masterman, 2009; Hall, 1997).

2.1.2 What is the main event?

3-day world-class mix gender surf championship, involving 5 teams lead by Kelly Slater (Blue), Gabriel Medina (Green), Carissa Moore (Yellow), Stephanie Gilmore (Orange) and Pete Jones (Red representing Wales). Each captain will have to choose 3 teammates (in total 2 men and 2 women per team). (See appendix 4)

2.1.3 Other activities

Alongside the main event competition, other activities will be delivered to target a wider audience such as surf, bodysurf, rock-climbing, soft play zone, a zip line, talks about issues in health and well-being and the marine ecosystem.

2.1.4 Timings

The event will be on the 5th till the 7th of June, from 10:00 till 1:00 (See appendix 4).

Those days has been selected because the 7th of June is the world ocean day (2019), furthermore Snowdonia calendar do not show any events around those days (Adventure Parc Snowdonia, 2019). (See appendix 5)

2.1.5 Venues and Locations

The event will take place in the Snowdonia Wavepool, Conway Rd, Dolgarrog, Conwy LL32 8QE.

2.1.6 Accessibility

- The nearest airports are in Caernarfon, Anglesey, Liverpool, Manchester and Birmingham airports.
- Car: Main roads, the B5106 Conwy Road and A470
- Bus: Bus stops are provided on Conwy Road approximately 300 metres (Dolgarrog, 2019).
- Bicycle: Free route from Dolgarrog railway station
- Train: Available to Cardiff, Chester, London Euston, Birmingham International and Manchester (Trainline, 2019).
- On foot: Footways are located on either side of the Conwy Road carriageway

(see appendices 6 and 7)

2.1.7 Facilities required

Snowdonia Wave-pool: Wave pool, secure boundary, viewing area, wave garden (sub + switch), embankment and surf shacks. (See appendix 8)

2.1.7.1 Infrastructure

- Power and Water available
- Toilet facilities (including portable)

- Car Park
- Cycle Park
- Garbage plans
- First aid and emergency support
- Clear on-site access (maps available in all the event)

2.1.8 Security, volunteers and aid

Risk assessment

25 secure-guards, 20 uniformed police officers, 10 lifeguards, 10 first aid, 40 volunteers, 20 staff, 4 ambulances, 10 cleaners and 10 technical officials.

2.1.9 Suppliers

- Tesco for food and water
- Audi with 4 cars as awards
- Redbull with energetic drinks
- Billabong with clothes
- Police and emergency services
- BBC with media coverage

2.1.10 Media

To use drones, it is needed formal an Unmanned Aircraft Systems qualification accredited by the CAA and the relevant permission from the landowner. Public Liability Insurance and Aviation Insurance Liability cover is also needed (Snowdonia National Park, 2019).

TV coverage will include BBC, Sky Sports, Movistar, ITV and Canal+Sport.

2.1.11 Equipment required

Hand planes, fins, all size wetsuits, security and first aid equipment, lifeguard's equipment, shirts for each team, fences, flyers, food and water from providers.

2.2 Strategic Partners and Stakeholders

Stakeholders are any individual or group who is affected or can be affected by the organisation (See figure 1) (Getz and Fairley, 2004). On the other hand, partners are any individual or group who will be affected in a crisis (Delbard, 2011). The surf event will focus on major stakeholders to gain as much audience as possible (See appendix 9).



Figure 1 - Major Stakeholders in sport events

3 Feasibility

The purpose of determining if the event is feasible prior to implement it, is essential to ensure that the event is affordable, marketable, desirable and manageable before the decision to proceed is made (Getz, 2007). In other words, this stage determines if the event can deliver the objectives by testing the concepts (Masterman, 2009).

As mentioned in the *Listed Buildings and Conservation Areas Planning Act 1990*, the aim of Snowdonia national Park is to ensure that conservation areas are not destroyed or damaged. Therefore, the facility is already constructed in a suitable way which enhance and conserve wildlife and natural beauty, in addition the aim of the event is to promote well-being opportunities for the enjoyment and understanding for future generations at the Snowdonia National Park (2019).

After examining the recreational surfing and surf tourism, it can be assumed that surfing has emerged as a multibillion-dollar industry, which includes clothing corporations (such as Billabong, Quiksilver and Rip Curl), international and domestic tourism, and amateur and professional sporting events (Andrew and Assenov, 2014; Campos et al., 2017). That aside, Franklin (2018) highlights that those who participate in surfing activities are likely to gain a better cardiovascular fitness. In addition to this, Frank (2018) also notes that 72% of individuals who participated in surfing for the first time show an interest to continue the sport. For that reason, having in mind that 43% of female students and 67% of male students feel very confident practising a new sport, this will be a great initiative to engage young age in a new Sport (Sport Wales, 2018b).

For that reason, this event will have the power to engage and inspire the attention of the welsh population, in order to practice and discover new sports that have not been

so much promoted in Wales so far (Harris, 2015), and to thereby enhance social, cultural and environmental wellbeing as it has been recognised in the *Wellbeing of Future Generations (Wales) Act 2015*. Moreover, according to the Snowdonia wave pool calendar (see figure 2), during the 5th and 7th of June there are not events yet, and around the UK the only relevant events that can cause some threat are the inside out festival in Cardiff and the 2020 ITU World triathlon series in Leeds. Therefore, a marketing plan is needed to tackle those competitive issues (Masterman, 2009; Westerbeek *et al.*, 2006). Hence, the surf event could be a great initiative to develop having in mind that the 8th of June is the World ocean day (2019).

PART 2

4 Marketing Plan

The process of marketing has been developed with the idea that customers are the most important people to an organisation (Bill, 2009; Hoyer, 2015). An event will not succeed unless customers meet their expectations, motivations and needs; marketing is the key which makes this possible (Hall, 1997). Therefore, a successful marketing plan will focus on the development of a marketing process which includes an environmental analysis, a situational analysis, a market segmentation and a market mix (Masterman, 2009; Westerbeek *et al.*, 2006; Parent and Smith-Swan, 2013).

4.1 Environmental analysis

For sport organizations, information is needed when designing the marketing plan. Hence, it is indispensable to identify sport marketing opportunities involving internal and external environments within the organization (Kotler and Armstrong, 2014; Hoyer, 2015).

4.1.1 Internal Components

The internal environment refers to the factors close to the organization that affects directly to customers the suppliers, publics, customer markets, company departments, and competitors (Hoyer, 2015). Hence, an internal environmental analysis to market events involves examining the 3 C's: consumer, company and competition (Kotler and Armstrong, 2014; Parent and Smith-Swan, 2013). (See appendix 10)

4.1.2 External Components (PEST)

The external environment involves the market in which the organization operates (Hoyer, 2015; Kotler and Armstrong, 2014). The fourth components of the external

analysis consist of: political, economic, social and technological (PEST) (Masterman, 2009; Hoye, 2015). (See appendix 11)

4.2 Situational Analysis (SWOT)

This type of analysis helps examine organizations in deep. The SWOT analysis contemplate the strengths, weaknesses, opportunities and threats (Bill, 2009). There are two parts in the SWOT analysis. The first part suggests the internal analysis of the organization; which considers the strengths (capabilities) and weaknesses (deficiencies). While, the second part represents the external analysis, in which the organization do not have direct control. These are classified into opportunities and threats (Hoye, 2015). (See appendix 12)

4.3 Market Segmentation

People have different motivations, needs and wants. For that reason, it is essential that the organisation planning of the event incorporates an understanding of visitor's behaviour into their marketing strategies to know where they should be positioning in relation to the environmental analysis and to recollect more information for future events, questionnaires should be use (See appendix 13) (Hall, 1997; Parent and Smith-Swan, 2013). Market segmentation, targeting and positioning will be key steps to succeed during the market campaign.

4.3.1 Segmentation

Segmentation is the process of dividing various groups of customers into more specific groups with relative similar needs and wants (Bill, 2009). There are several types of variables: geographical, demographic, psychographic, socioeconomic, behavioural, and benefits (Hall, 1997; Parent and Smith-Swan, 2013). The selection of segment variables implicates looking at the characteristics of consumers in order to match

services and products to their wants and needs (Bill, 2009; Hall, 1997; Parent and Smith-Swan, 2013).

It can be seen that welsh population has been divided into 12 different segments (See figure 2) using data from the Active Adults Survey 2008-09 (See appendix 14).

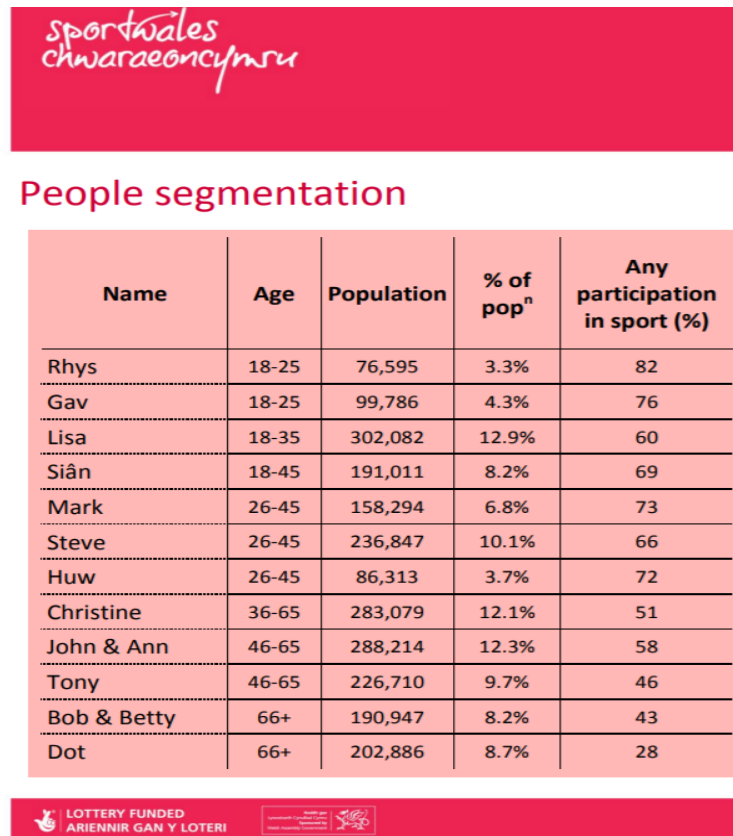


Figure 2 – People segmentation in Wales

4.3.2 Targeting

Once the segment market is done, the next step is to figure out which or how many segments to approach using the segmentation data (Bill, 2009).

The surf event will target Rhys and Siân (See appendix 15). Both segments have 18 years old population, this will help to introduce the *Wellbeing of Future generations (Wales) act 2015*. As both groups demand is swimming, the surf event will provide free lessons of body surf (swimming and surf the wave with the body) for people younger

25 after competitions (others could assist paying extra). In addition to this, Rhys group is likely to assist to new forms of entertainment. Some issues that are needed to take into consideration are that both groups have lack of local provision and cost barriers (See appendix 16).

4.3.3 Positioning

Services and products may be positioned against competitors offers (club tour in Snowdonia, the 2020 ITU World triathlon series in Leeds and possible events in The Wave “Bristol”) in order to establish a competitive advantage (Bill, 2009). It is essential to know service or products unique selling proposition which differentiates it from competitors market positioning strategy (Bill, 2019; Parent and Smith-Swan, 2013). The surf event market positioning strategy is to save the marine ecosystem while watching and practicing sports.

4.4 Market Mix

The marketing mix is a combination of strategies covering product, price place and promotions, it is also known as “the four P’s” (Hoye, 2015). They are identified as a mix because they should be coordinated and combined to carry out the market positioning strategy (Bill, 2009; Masterman, 2009).

4.4.1 Product

A product or service is made up of four facets: core product, expected product, augmented product and potential product (Bill, 2009).

When a customer purchases a product or service, they are buying a solution to an issue. In other words, when customers purchase an event ticket, their aim is to tackle boredom. Therefore, in the surf event marketers must assure that customers wants and needs are fulfilled (Masterman, 2009).

4.4.2 Price

A price depends on the service life cycle, external factors and the rest of the marketing mix (Bill, 2009). A seat-filling contingency plan it is needed. Consequently, the segments targeted are aged between 18-25 years old, and they will receive a discount on the 30% if they show the student ID. Even if there is not a potential revenue the seats will be fulfilled, this will give a better image to the event (Masterman, 2009).

As target segments has placed costs as predominant barriers of doing sports, a discount will be given to students and to people with low incomes.

- 1day-£15
- 2days-£25
- 3days-£40

4.4.3 Place

The product or service needs to be marketed in order to reach those target markets (Masterman, 2009). Customers will have the option to purchase tickets in the main facility, by code post, Snowdonia wave-pool website or by phone.

4.4.4 Promotions

Promotions uses marketing communication methods to sell services (Hoye, 2015). Through this way marketers send information to customers about the product, price and place (Mulling *et al.*, 1993). Among the more common promotions it can be highlighted advertising, sales, merchandising, public relations, direct mail and sponsorship (Bill, 2009; Masterman 2009). The next promotions will be adapted in the surf event (See appendix 17):

- Advertising (see appendix 18)

- Sales Promotions
- Public relations
- Sponsorship

5 Conclusion

In summary, a mega hallmark surf event will be taking place at the Snowdonia Wave pool facility, during the 5th and 7th of June, with the aim of tackling well-being, marine ecosystem and some social problems. Implementing this event is essential for the future generations due to the necessity of engaging more people to be more physically active through new water sports and therefore create a passion on their vision of the marine ecosystem (Harris, 2015). Moreover, this will be complementary to the *Wellbeing of Future generations (Wales) act 2015* and to the Major Events Strategy of Wales (Welsh Assembly Government, 2008).

Hence, the marketing plan shows that through an internal perspective the event will attract large number of audiences due to potential sponsorships and TV broadcasts. On the other hand, although the external view shows that there are several events that can be a threat; like the 2020 ITU World triathlon series in Leeds, by targeting markets such as Rhys and Sian, we could tackle barriers such as location by providing transports from strategic points, or income barriers by giving discounts for students.

For that reason, having in mind that 43% of female students and 67% of male students around the UK feel very confident practising a new sport, and that 72% of individuals who practise surfing for the first time show an interest to continue the sport (Frank, 2018), this could be a great opportunity to tackle those problems (Sport Wales, 2018b).

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7 Appendices

7.1 Appendix 1 – Grant chart

World Mixed Surf Championship																																					
Event planning timetable		Start day planning: 21st October 2019																																			
		October			November				December				January				February				March				April				May				June				
Surf Event	Duration in Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36
Main Plan	10																																				
Objectives	3																																				
Purpose	3																																				
Benefits	3																																				
Concept	3																																				
Event aspects	11																																				
Scale of event	2																																				
Timings	2																																				
Venues and locations	2																																				
Accessibility	2																																				
Facilities required	2																																				
Staff and volunteers	2																																				
Suppliers	2																																				
Media	2																																				
Equipment required	2																																				
Strategic partners and stakeholders	4																																				
Feasibility	6																																				
Finance aspects	7																																				
Marketing Plan	15																																				
Environmental analysis	3																																				
Situational analysis	3																																				
Market segmentation	3																																				
Analyse Segments	3																																				
Targeting	3																																				
Positioning	3																																				
Market mix	6																																				
Product	1																																				
Price	1																																				
Place	1																																				
Promotions	4																																				
Implement event	1																																				
Evaluation and Feedback	1																																				

7.2 Appendix 2 – Issues

According to numerous commentators, inactivity has several health and economic consequences; for instance, obesity rates in adults and children are increasing sharply with escalating cost pressures on the health service (Department for Digital, Culture, Media and Sport, 2002; Climbing higher, 2005). Sport Wales (2018a) stated that just 32% of adult's practices sports three times per week and approximately 50% once. In the same way, 48% of students practice sports three times per week

(Sport Wales, 2018b). Consequently, the UK is spending approximately £7.4bn a year to combat inactivity (UK active, 2016).

Another essential point that concerns now a days is the necessity of aware people about the marine environment. It is essential to stop microplastics in seas, lakes and rivers. Each year 8 million tonnes are being added into the marine environment (Juniper, 2018). Researchers in Wales stated that the UK's lakes and rivers are one of the most contaminants (Dobush, G., 2019). Furthermore, water temperatures have increased in UK lakes and rivers, therefore, the risk with further adverse effects of some sensitive marine species is increasing (ASC, 2016).

7.3 Appendix 3 – Benefits

- **Economic benefits:** Promotes and supports Snowdon community business with the creation of jobs and tourism (Welsh Assembly Government, 2008).
- **Environmental benefits:** Creates a positive impact to the environment by delivering awareness about the microplastic in the marine environment, and about the climate change (Surfers Against Sewage, 2019; ASC, 2016; Dobush, G., 2019).
- **Wellbeing benefits:** Supports physical and social environments that inspires and encourages health and wellbeing for the future generations (Wellbeing of Future Generations Act, 2015).
- **Sporting benefits:** Give Welsh athletes high profile opportunities to perform and to compete at home championship (Welsh Assembly Government, 2008).
- **Social benefits:** Creation of mix gender championship to promote women inclusion in sports (Welsh Assembly Government, 2008).

7.4 Appendix 4 – Event timetable

TIMINGS	FRIDAY		SATURDAY		SUNDAY - FINALS	
10:00-11:00	RED	GREEN	BLUE	YELLOW		
11:00-12:00	YELLOW	ORANGE	GREEN	ORANGE	3rd	4th
12:00-13:00	GREEN	BLUE	RED	YELLOW	1st	2nd
13:00-14:00	RED	ORANGE	BLUE	ORANGE	1st	2nd
14:00-16:00			BREAK AND FOOD			
16:00- 17:00	GREEN	YELLOW	RED	BLUE	1st	2nd
TIMINGS	OTHER ACTIVITIES					
15:00-15:45	ENVIROMENTAL TALK		HEALTH AND WELLBEING TALK		ENVIRONMENTAL TALK	
17:00-18:00	SURF, ROCK-CLIMBING AND ZIP LINE		SPORT ACTIVITIES		AWARDS	
18:00-19:00	BASICS OF BODYSURF		SPORT ACTIVITIES		MUSIC FESTIVAL	SPORT ACTIVITIES
19:00-20:00	SPORT ACTIVITIES		SPORT ACTIVITIES		JUST MUSIC FESTIVAL	
21:00-1:00			JUSTMUSIC FESTIVAL		JUST MUSIC FESTIVAL	
	SPORT ACTIVITIES INCLUDES: SURF, ROCK-CLIMBING, ZIP LINE, BODYSURF AND SOFT PLAY ZONE					

7.5 Appendix 4 – Snowdonia Wave pool calendar

[ADVENTURE PARC SNOWDONIA](#)
[SURF SNOWDONIA](#)
[ADRENALINE INDOORS](#)
[SOFT PLAY ZONE](#)
[STAY](#)
[MORE](#)
[BOOK](#)
[CYM](#)

UPCOMING EVENTS

CAR PARK SALE
SAT 19TH & SUN 20TH OCTOBER
2 DAYS ONLY, MASSIVE BARGAINS, LIMITED SUPPLIES. WHEN THEY'RE GONE, THEY'RE GONE !!!
AT ADVENTURE PARC SNOWDONIA

19-20 OCT

SCAREFEST
ADVENTURE PARC SNOWDONIA
DRIVE IN CINEMA
FRI 25TH OCTOBER
SCARY MOVIE
ANNABELLE
ADRENALINE ZOMBIE ASSAULT RUN
FRIDAY & SATURDAY ONE. CHECK WEBSITE FOR TIMES

25 OCT

SCAREFEST
DRIVE IN CINEMA
OCTOBER AND HALLOWEEN PARTY
25TH OCTOBER
ADRENALINE ZOMBIE ASSAULT RUN
FRIDAY & SATURDAY ONE. CHECK WEBSITE FOR TIMES

26 OCT

The XMAS PARTY
CHRISTMAS PARTIES
21 NOV 14 DEC

WAVES MUD AND MOUNTAINS
23 NOV

CHRISTMAS MARKET & DRIVE IN
6-8 DEC

7.6 Appendix 6 - Accessibility into the wave pool facility

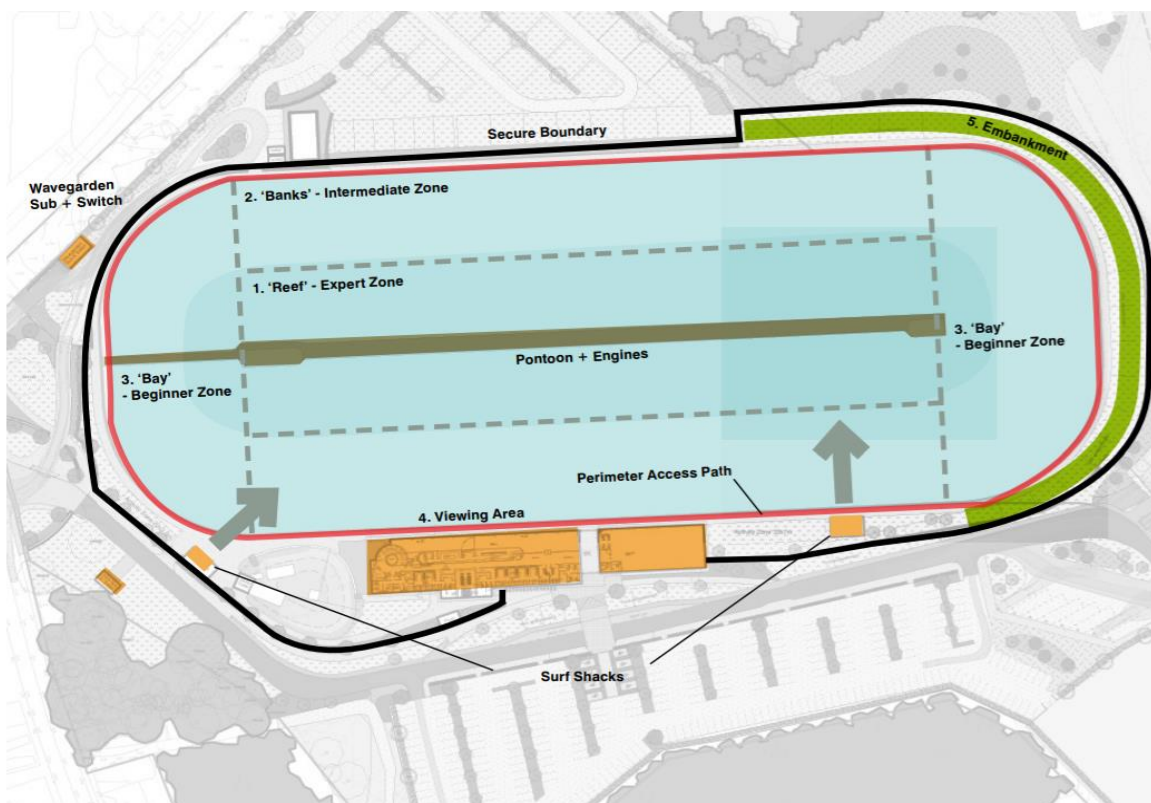
Accessibility into the wave pool facility	
By Plane	The nearest airports are in Caernarfon, Anglesey, Liverpool, Manchester and Birmingham airports. From there, it will be needed transports like car, bus or train. The nearest airports are in Caernarfon, Anglesey, Liverpool, Manchester and Birmingham airports.
By Car	The B5106 Conwy Road with 9 meter in the vicinity of the Wave Pool. To the north: access to Conwy and the wider highway network. To the south: access to the towns of Trefriw and Llanrwst, from Llanrwst vehicular access (A470) to the wider highway network is provided to destinations such as Betws-y-Coed, Bala and Llangollen.
By Bus	Bus stops are provided on Conwy Road approximately 300 metres. The bus stops provide 2 services an hour. To destinations including Betws-y-Coed and Llandudno. To towns like Conwy and Betws-y-Coed takes approximately 26 minutes respectively whilst bus journeys to Llandudno take approximately 45 minutes. National Express provides journeys from Manchester, Liverpool and Birmingham to Llandudno.
By Bicycle	Free route from Dolgarrog railway station is provided via Clark Street which is approximately 1.5 km east. The facility provides cycle parking.
By Train	Dolgarrog railway station is located 1.5 km east of the Wave pool and can be accessed via Clark Street. Dolgarrog railway station is managed by Arriva Trains Wales and is a request stop on the Conwy Valley Line from Llandudno Junction to Blaenau Ffestiniog. It provides up to 5 services per day. Available to Cardiff, Chester, London Euston, Birmingham International and Manchester.

On foot	Footways are located on both side of the Conwy Road carriageway; these footways have an amplitude of 2 metres in the vicinity of the site. Footways provide safe access to the bus stops located on Conwy Road and to residential properties located along Conwy Road.
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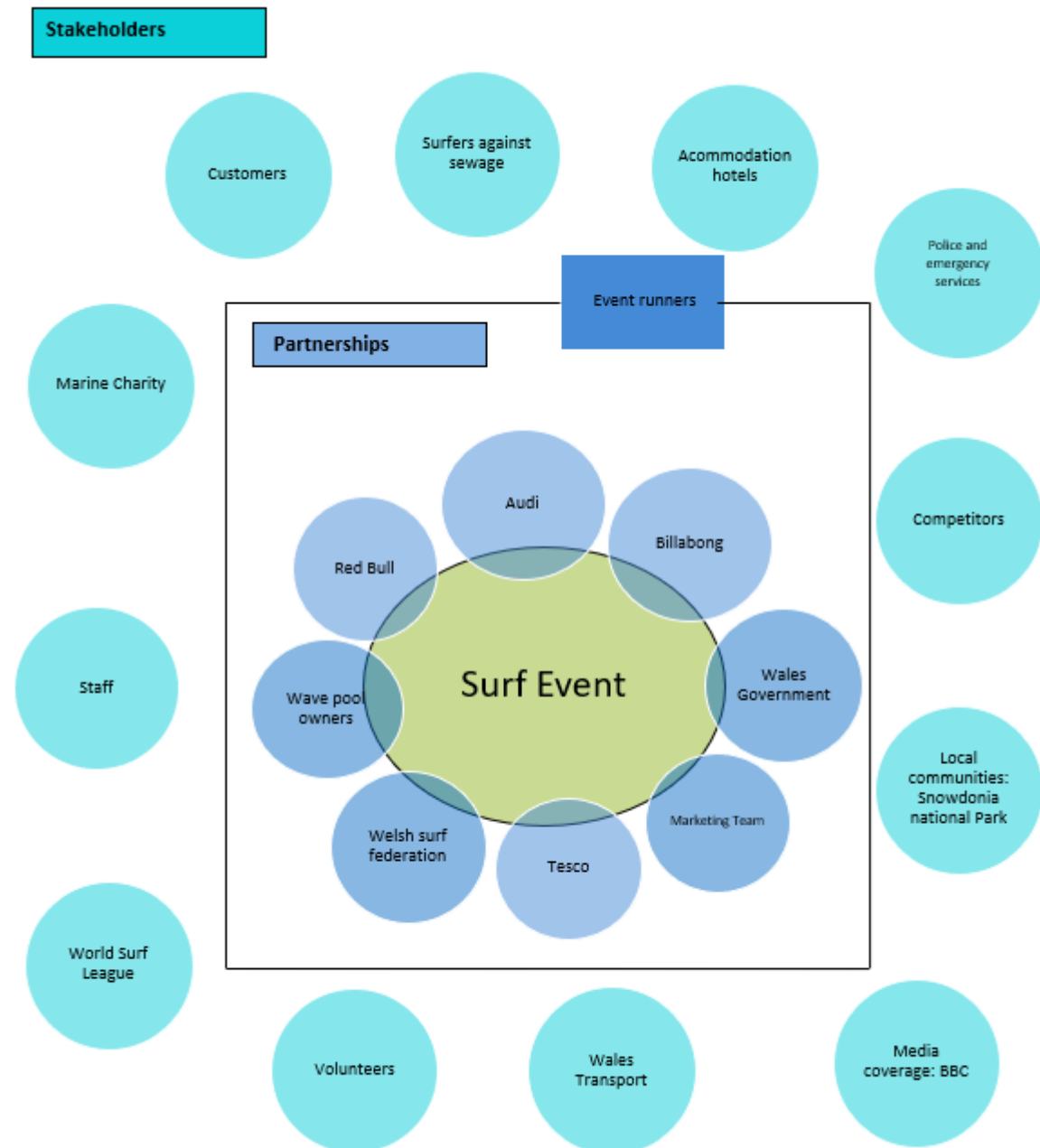
7.7 Appendix 7 – Local transport map



7.8 Appendix 8 – Wave pool map



7.9 Appendix 9 – Stakeholders and partnerships



7.10 Appendix 10 – 3 C's

3 C's	
Consumer	• Surfer customers are qualified due to their propensity of traveling with the aim of finding the best wave, in other words they have a strong disposition for surf tourism (Campos <i>et al.</i>, 2017) • 43% of female students and 67% would like to practise new sports (Sport Wales, 2018b). Therefore, 72% of individuals who participated surfing for the first time show an interest to continue the sport (Frank, 2018) • In 2016, Snowdonia wave pool attracted 150.000 visitors from the UK, from those, 20.000 came overseas (North Wales Live, 2016). An analysis on how customers purchase tickets must be done • Aim of surfer community to see a clean Marine ecosystem free of plastics (Surfers Against Sewage, 2019)
Company	• To attract large number of audiences due to potential sponsorships and because top 10 surfers in the World Surf League will be competing • Engage more people practicing surf, bodysurf, etc. to enhance well-being • Aware people of issues around the Marine ecosystem • Create a bigger surf community in Snowdonia and Wales
Competition	• The Wave (wave pool) in Bristol might have events around those days. They have a potential transports communication in order to attract people from the globe (The wave, 2019) • For future events, in 2023 The Wave will also open a wave pool in London • 2020 ITU World triathlon series will be in Leeds (UK) during the 6 and 7 of June. They have an expectancy of 70.000 spectators (ITU World triathlon series, 2019)

7.11 Appendix 11 – PEST

POLITICAL	ECONOMIC
• Strategic partners with Wales government (Sport Wales), Welsh surf federation and Snowdonia Wave pool owners • Major Events Strategy for Wales 2010 – 2020 • Strictly follow the <i>Wellbeing of Future generations (Wales) act 2015</i> (includes improvements in health and physical activity and reduce risks in the marine ecosystem) • <i>Listed Buildings and Conservation Areas Planning Act 1990</i>. • Wage regulations as stated by the Welsh Government (2019)	• Wales Government, Sport Wales and other sponsorships will finance the event • Reduce in Wales budget due to Brexit. Wales used to receive about £680 million in EU funding each year (Rhys, 2019) • The UK Consumer Prices Index 12-month rate was 1.7% in September 2019. Restaurants and hotels rose in the year 2016 to September 2019 by 3.2%. Transport reflects a fall in price of 2.1% on the year (Office for national statistics, 2019). • Unemployment rate in Wales is 4.3% (BBC, 2019) • UK is spending approximately £7.4bn a year to combat inactivity (UK active, 2016)
SOCIAL	TECHNOLOGICAL
• Perceptions of inclusivity of Women in the sport	• The best Wave technology for customers aiming to see the best waves

• UK's lakes and rivers are one of the most contaminants (Dobush, G., 2019) and water temperatures have increased in UK lakes and rivers, which means that many marine species are in risk (ASC, 2016) • Obesity and inactive population. 32% of adult's practices sports three times per week and approximately 50% once (Sport Wales, 2018b) • Just 48% of students practice sports three times per week (Sport Wales, 2018b)	• Use of drones to reach an international range of media audience • Use of social media (such as Instagram influencers, Snowdonia website, etc.) to promote the event, this attracts loads of youngster's population • Implementation of tablets so that customers can answer rapidly to online questionnaires after the event
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7.12 Appendix 12 – SWOT

STRENGTHS	WEAKNESSES
• Cheap event entry • Potential Sponsorship deals: Audi, Tesco, Billabong, Red bull and Surfers against Sewage • The event is going to be in the world ocean day so many people will feel attract • Event with top 10 surfers in the World Surf League ranking • Deliver other activities to engage a wider audience • Comfortable service with a big camping area and food services	• Event is too long so that customers endure all day • Lack of parking facilities • Lack of seats • There is just one main entrance

• The venue is new (2014) with the best technology and an exotic environment • Promotes environmental sustainability • Promotes new event sports around Wales and UK • Large TV broadcasts: BBC, Sky sports, Movistar, ITV and Canal+Sport	
OPPORTUNITIES	THREATS
• To attract large number of audiences due to potential sponsorships • Use tablets in the facility so that visitors can answer rapidly to questionnaires, this will help to face the next surf event in order to improve customers' needs and wants • Aware people to tackle problems such as obesity and plastics in the marine ecosystems • Engage more people practicing surf, bodysurf, etc. to enhance well-being • To create a bigger surf community around Snowdonia and Wales	• Events like the club tour in Snowdonia, the inside out festival in Cardiff and the 2020 ITU World triathlon series in Leeds are taking place the same day. • Possible events that The Wave in Bristol might plan. • Location might be a barrier for some people because Snowdonia does not have powerful transport communications as a big urban city such as Bristol or Cardiff has

7.13 Appendix 13 – Questionnaires

The event will have tablets in the facility so that visitors can answer rapidly to questionnaires, this will help to face the next surf event in order to improve customers' needs and wants. Questionnaires will also be sent to customers email.

World Mixed Surf Championship	
PAGE TITLE	
1. How old are you? ☐ Under 18 ☐ 45-54 ☐ 18-24 ☐ 55-64 ☐ 25-34 ☐ 65+ ☐ 35-44	6. Would you practice anything mentioned here again? ☐ Surf ☐ Rock climbing ☐ Body/surf ☐ Taking care about the marine ecosystem ☐ Zip line
2. How have you known about this surf event? (If more than one select them) ☐ Instagram ☐ Flyers ☐ Facebook ☐ Other ☐ Newspaper/Tv	7. Did you find easy to park? ☐ Always ☐ Rarely ☐ Usually ☐ Never ☐ Sometimes
3. Have you enjoy the day? (being 1 star the least and 5 the best) ☐ ☆ ☐ ☆ ☐ ☆ ☐ ☆ ☐ ☆	8. What do you think about the ticket prices? ☐ Exceeded expectations ☐ Met expectations ☐ Below expectations
4. Why did you assist to the surf event?	9. Rate from 1 to 5, how clean you find the surf event being 1 the dirtiest and 5 the cleanest options. ☐ ☆ ☐ ☆ ☐ ☆ ☐ ☆ ☐ ☆
* 5. Was the event better than what you expected, worse than what you expected, or about what you expected?	10. In case of assisting again to the surf event, what would you change?

7.14 Appendix 14 – 12 Welsh different segments

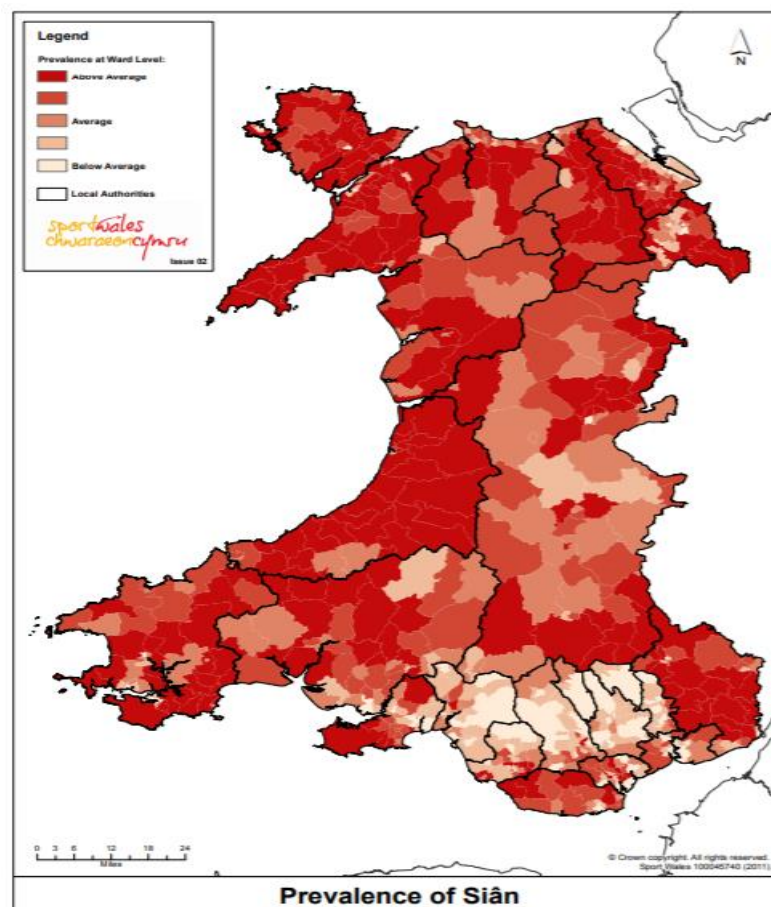
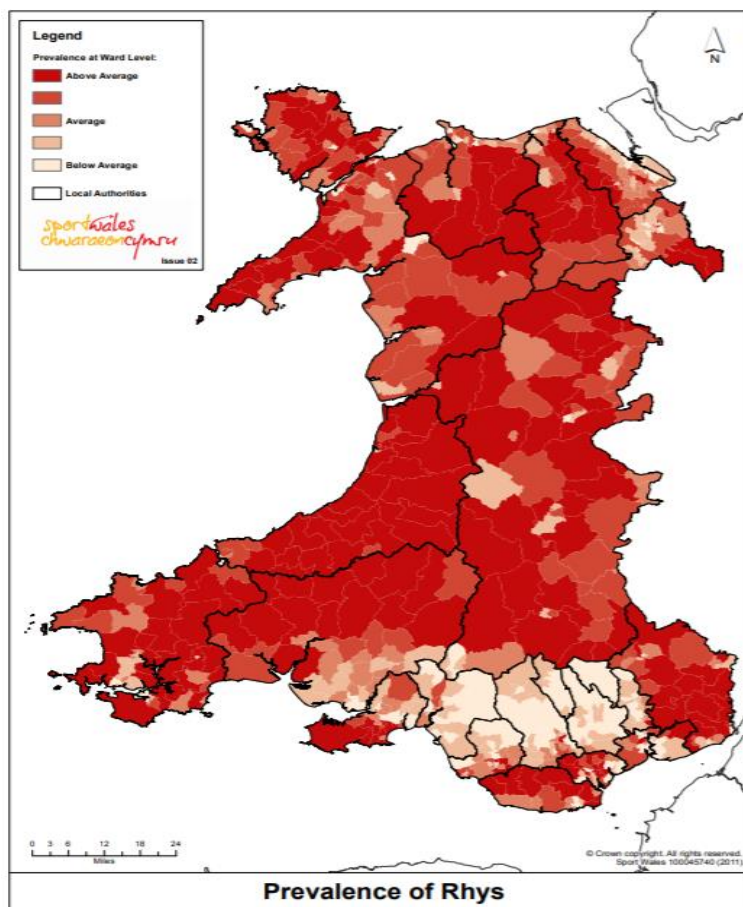
These segments help to explain individuals' attitudes, behaviours, motivations, barriers and latent demand towards sports. Each group is described through sporting attitudes and behaviours, socioeconomic circumstances, geo-demography, and marketing and communication preferences (Sport Wales, 2019). This factors will help the surf event in order to drive the marketing strategy, make an action planning, contribute to policy decisions, analyse the catchment area, who to target, what to offer and to apply it insight to geography (Sport Wales, 2019).

7.15 Appendix 15 – Target market

TARGET MARKETS	
Rhys (76,595 people)	• Males aged between 18-25 • Live in rural areas • 82% participates in sports • He is likely to be a student in high education and share privately rented accommodation with friends • He likes new forms of entertainment and new ways to enjoy life • He tends to be very committed to viral advertising in social media, such as Twitter and Facebook • Likely than average to take part in every category of activity • Is the most likely to participate in outdoor activities • Swimming is one of the most demanded activities • Likely to be motivated by competition, while having fun and socialising often provide additional motivation • Rates of volunteering are high – 6% • Lack of local provision and cost are barriers
Siân (191,011 people)	• Female between 18-45 • Live in rural areas • Tends to have high outgoings and relatively low disposable income • Is unlikely to have a lot of spare time, and is likely to be receptive to advertising, except if it is specifically aimed at her. Then she is likely to participate • Much more likely to participate in outdoor activities than any other female segment • Motivation for participation is typically to keep fit • She uses the Independence and the Guardian newspapers • Swimming is one of the most demanded activities • Is unlikely to be a member of a traditional sports club, but is relatively likely to join a leisure/fitness centre • Is more likely than average to volunteer – 5% • Lack of local facilities and cost are significant barriers

7.16 Appendix 16 – Prevalence target markets

The event will provide extra bus transport from strategic points (Above Average) and will offer discounts for students and families that present an official paper with low incomes.



7.17 Appendix 17 – Promotions

- **Advertising:** BBC advertise, BBC, the guardian and the independent newspapers (in order to attract Sian segment) and with flyers.
- **Sales Promotions:** A bonus of 10 free baths at the Snowdonia wave pool will be drawn between customers. In case of having attended the tree event days, you will have 3 chances more of winning the prize
- **Public relations:** We will hire Instagram, Twitter and Facebook influencers to promote the event (in order to attract Rhys segment)
- **Sponsorship:** Tiered structure in which there is a hierarchy of sponsors, the main one includes media coverage (BBC) and then other levels (Billabong, Tesco, Audi and Red Bull) (Masterman, 2009).

7.18 Appendix 18 – Flyers

Flyer frontpage

JUNE 5TH TO 7TH

1 day - £15
2 days - £25
3 days - £40
Get 30% off presenting your student ID

World Mix Surf Championship

The top 10 surfers will be competing at the highest level for the marine cause

Come and try the world's best wave after competitions

We wait you at Snowdonia wave-pool

For further information visit <https://adventureparcsnowdonia.com/> or contact Snowdoniasurfevent@gmail.com

SURF SNOWDONIA EVOLVING WAVES

TESCO Audi BILLABONG Red Bull

Flyer back page

Together we can charge the marine ecosystem

£2 of the ticket entry will be dedicated to save the marine ecosystem

SURFERS AGAINST SEWAGE