

Organising a Major Sport Event



Objectives

After reading this chapter, you should be able to do the following:

- Decide whether organising a sport event is appropriate for your organisation.
- Identify the main phases involved in organising the event.
- Identify the main tasks involved in running the event.
- Develop an appropriate legal and operational framework for the event.
- Identify and manage the human resources needed to organise the event.
- Identify the facility resources needed to organise the event.
- Schedule, follow up on and evaluate the use of these resources.



A sport event is a social gathering that brings together a large number of people and activities on the occasion of a competition. It may also be covered by the media. Because sport events are held at a specific point in time, a project plan with clear tasks and timelines can be developed. This plan involves four basic steps:

1. *Design phase*: Conceptualising, designing and organising the event from the original idea to the bid to hosting the event
2. *Development phase*: Developing and setting up the event
3. *Implementation phase*: Running the event during the course of training and competition
4. *Dissolution phase*: Closing the event after the competition

These four phases will be discussed in this chapter since they define the activities involved in organising an event.

Organising a sport event is

- an essential objective for a large number of Olympic Sport Organisations (OSOs);
- the provision of a product or service that must satisfy a variety of stakeholders;
- a way of developing the OSO's image;
- a way of mobilising human resources before, during and after the event; and
- a process involving risk management, including human-, financial- and sport-related risks.

For an event to be successful, it must be integrated from the start into the middle- and long-term development strategy of the OSO. Without adequate advance planning, the event will certainly become a one-off activity that is outside the overall strategic objectives of the organisation.

To understand the risks and opportunities associated with an event, you must understand the characteristics of events that will affect an organisation. First, events are unique, nonrepetitive and specific, even events that are held regularly, such as the Olympic Games. This means that although an OSO can learn lessons from the staging of previous Games, it cannot stage the event in exactly the same manner. Events must be completed by a fixed date, which requires a customised and meticulous planning process. Organising events is challenging because success depends on the combination and interdependence of several elements and activities.

Events are affected by numerous unknown contingencies, such as athlete participation, participation of the public, public contributions, sponsorship involvement and obtaining of permits. They are also susceptible to conditions outside the OSO, such as weather, environment, politics, society, media, security and transport. OSOs that stage events operate under significant limitations, such as having a scrupulous respect for the rules of the sport, observing the regulations of the event owner (e.g., the IOC or an IF) and fulfilling the technical conditions required by the sports. Although often seen as constraints, these characteristics also provide many opportunities for establishing relationships and allow organisers to later exploit the success of the project and contacts and partnerships made during the event.

Finally, it is important to have a broad understanding of the event in order to better shape its identity, to define the spirit you want it to have whilst also mastering its organisation. Every sport event is unique, and branding the project can help an organisation establish the event and make the most of the event's unique identity. Sport events can be classified as

- global, such as the Winter Olympics, or local, such as national championships;
- popular, such as a fun run, or elite, such as the Commonwealth Games;
- sport related, such as Grand Prix Athletics, or promotional, such as a taster event for new participants;
- unidisciplinary, such as national swimming championships, or multidisciplinary, such as the Olympic Games; and
- single site, such as a club's championship, or multisite, such as the Paralympics.

Once the identity of the event is defined, you will be able to identify the areas that may be open for expansion, such as the possibility of including other cultural and celebratory activities during the main event. It is important, however, that these activities do not confuse people about the image of the event or make organisation of the event excessively complicated.

The goal of this chapter is to identify the operational principles an OSO should use to successfully organise a sport event. In this chapter, the following questions will be considered:

- Why organise a sport event?
- How can the organisation of a sport event be structured?
- What is involved in organising a sport event?
- What human resources are needed to organise a sport event?
- What facilities are needed to organise a sport event?

These questions will be addressed in the five sections of this chapter, and then they will be further illustrated by a case study of a regional event, the 2005 Mediterranean Games in Almería, Spain.

Note that this chapter does not address two key questions: What financial resources need to be mobilised and managed, and what should be done about promoting the event? Of course, these questions should also be considered in the planning of an event, and the principles outlined in chapters 4 and 5 should be part of the event organisation process.

SECTION 6.1

DECIDING WHETHER TO ORGANISE A SPORT EVENT

Organising competitions is an integral part of the mission of NOCs, NFs and regional sport leagues. However, even at the bidding stage, events require resources in order to prepare the bid and determine the human, financial and organisational risks for an OSO. These risks have to be balanced against the opportunities that staging an event provides, such as improved or enhanced reputation, more or stronger partnerships, and development of the organisation or the sport.

Ideally, the decision to organise a particular sport event should be part of the OSO's overall strategy, meet the strategic objectives of the organisation and fall within the resources available. OSOs should only bid for an event after they have established why they wish to bid. Indeed, you need to be clear about how organising a particular event will help attain your strategic goals. This section considers the objectives that can be met by staging an event, which might provide a reason for starting the bidding process. It highlights the risks involved in organising an event and goes on to consider the evaluation process that the French Badminton Association went through in order to decide whether to bid to stage the World Badminton Championships.

Goals to Be Achieved by Staging an Event

From the perspective of a deliberate strategic decision, there are three main goals that can be achieved by organising a sporting event:

- To challenge talented athletes
- To raise the profile of the sport
- To further the development of the discipline

Challenging Talented Athletes

Organising a major event is a way of challenging your most talented athletes and allowing them to prepare comfortably at home for elite competition. It often makes it possible for athletes to participate in the event without having to go through qualification rounds and allows an OSO to mobilise popular support behind a national team. This may be an important tactic for teams or athletes who would not normally qualify for major competitions.



Hosting even small events such as Olympic Day Runs should be carefully considered and planned. Pictured here is the Olympic Day Run in Iran.

Raising the Profile of the Sport

Hosting a sport event can increase the visibility of a sport that receives little or no coverage from the media. It can also maintain the visibility of a sport that has an existing media profile. An event gives an OSO the opportunity to work with local groups and partner companies, thus raising its profile in the local community. Organising an event thus can be a tool for both external and internal communication, providing a chance for the OSO to collaborate with its members and with national and international sport authorities, communities and government. Consequently, the profile of the sport will be raised.

Developing the Sport

Staging events helps OSOs develop by providing the opportunity to improve and increase infrastructure, perpetuate and develop partnerships, and generate new resources. Organising a competition can be a way to ensure the satisfaction of private and institutional partners.

Increasing the professionalism of the OSO to ensure that the event's organisation is technically sound makes it easier to take advantage of the aftermath of the event. At the national level, organising a major event can encourage cohesion and exchange amongst the NF, regional leagues and local clubs. It can also improve the status of the individuals involved in staging an important and unifying event. Organising these events often results in an increase in demand for a sport and a desire to join clubs. For example, the successful staging of a national championship often leads to increased interest in the sport within the host city. This means that the NF and its clubs must be organised to welcome new participants. They must have enough equipment and a sufficient number of quality training programmes to handle the increase in demand after the event.

Organising an event can benefit an OSO in several ways. It can improve the organisation's promotional and financial performance, it can increase the number of members and the quality of sport results, and it can even highlight an OSO's socio-economic contributions. For example, publicity about basketball tournaments held in schools highlights how an NF is working with young people. Finally, some sport federations have achieved a number of developmental and organisational benefits from the organisation of one key event. For example, the French Tennis Federation organises the Roland Garros tournament, which has allowed the federation to pay for professional improvements to its tennis development system and its training programmes for elite athletes.

Risks Involved in Organising a Sport Event

Organising a sport event involves certain risks both during and after the event. The risks include a difficulty for the organisation to establish itself as a technically and financially credible candidate for future events if the event goes badly, an inability to organise and control the technical and financial difficulties involved in staging the event, and a difficulty in taking advantage of the aftermath of the event, such as dealing with an increase in new members or working with new sponsors or other partners.

The conditions involved in organising a major sport event may reveal organisational, financial or human resources dysfunctions in the OSO, which could precipitate a crisis. For these reasons, before the bidding process begins, event organisers should attempt to guarantee the success of the project by performing a preliminary study of the risks, objectives and conditions for success, before, during and after the event. This means that the benefits of staging the event need to be clearly identified and that managers should carry out a risk assessment (see chapters 1 and 4) before deciding to proceed.

KEY RECOMMENDATIONS

- ▶ Clearly define the benefits to be achieved by holding an event.
- ▶ Make sure that these benefits become expressed as objectives for the event.
- ▶ Carry out a risk assessment before deciding to hold the event.
- ▶ Ensure that you have the full support of the Board before proceeding.

The following illustration shows the process the Fédération Française de Badminton (French Badminton Federation) went through in order to gauge whether it should submit a bid to organise a world championship.

Illustration 6.1***Deciding Whether to Bid:
Fédération Française de Badminton***

The Fédération Française de Badminton (FFBA, French Badminton Federation) was created in 1979 and is a rapidly growing organisation, with almost 100,000 members. Compared with other NFs in France, the FFBA is an organisation of medium size. The FFBA is active in sport programmes in schools and universities; in fact, badminton is the second most popular school sport after athletics.

However, this federation has won very few international competitions. No French man or woman has won a world championship. The FFBA has almost no international representation; for example, it has no major appointment in Badminton Europe or the International Badminton Federation. In order to overcome these weaknesses, the FFBA determined that an event strategy was a logical step. This strategy involved organising a large competition, or creating a strategic development plan centred on competitions. It was felt that this strategy would raise the profile of the FFBA, leading to appointments at the international level. What follows is the evaluation process that the FFBA went through when deciding whether to bid to hold the World Badminton Championships.

Objectives

The event strategy had two main objectives. The first was to build an identity and reputation for the sport so that badminton would become known as a sport in its own right, improving its image as a leisure activity. It was perceived that badminton was not well known by the general public and was almost completely ignored by the media. It was thought that the media attention associated with holding a major event could be used to develop a badminton culture in France. The second objective was to seek financial partners to aid in development. Seeking financial partners was important because a significant increase in membership brought about by an event would require the organisation to hire and train additional staff. This would have been difficult within existing resources. This objective of the event strategy was to lighten the burden of an increase in membership through strategic partnerships.

Organisational and Technical Feasibility of the Project

The FFBA had limited previous experience organising major competitions. With the exception of one international tournament, the French Open, the FFBA had never organised an international event. However, the organisation's experience with the French Open, a showcase for French badminton (10,000 spectators over 5 days), was encouraging. The organisation of the event was technically sound, with a steadfast team of salaried permanent employees and experienced volunteers led by an effective director. Therefore the FFBA considered it feasible for the OSO to organise an international event.

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Illustration 6.1 (continued)

Criteria for Deciding Whether to Proceed

The FFBA considered a number of criteria when deciding whether to bid to hold the World Badminton Championships. The information generated from their considerations allowed the OSO to make an objective final decision.

The Bid

In order to complete the bid, a group of experts analysed the requisite technical conditions, such as sport facilities, transport, accommodations and meals, and created a projected budget. The FFBA would have been required to make certain guarantees in its bid application, which would have been judged on criteria covering these areas:

- The projected budget, which had to show the involvement of institutional and private partners
- Spectator interest
- Technical conditions
- Organiser's experience
- Means of access through international transport
- Accommodation and catering plans
- How the organiser planned to promote its discipline using the event

Financial Risk

Finances are always an issue for OSOs, and they are particularly important when staging an event because they are a constant threat to the success of the event. The FFBA examined the budgets and financial results of the last three World Badminton Championships that had been held, and it became clear that media and related major production expenses accounted for a large part of the organisers' financial concerns. Given that the cost of televising the championships was the responsibility of the organiser but that the rights belonged to the IF, the FFBA perceived that there was a significant financial risk to holding the event.

Creating an Image

The FFBA wanted raised visibility and an improved image from media coverage of the event. In addition, if the FFBA were to organise the championships, it expected to mobilise existing partners and to create new partnerships with the IF, sponsors, clubs and communities. However, creating an image is an arduous task, and the FFBA was aware that it would need to create its own image for the event so that it did not have to depend on the goodwill of the media. In addition, once television coverage had been obtained, the task of standardising the image of badminton would have to take place to ensure that it would show at its best on television. Finally, the national athletes' performance was also an essential factor in meeting the objectives of fame and image. Thus, the staging of the World Badminton Championships would not automatically lead to the creation of a good image for badminton in France.

Final Decision

The FFBA made sure that the objectives it would meet through staging the event fell within its development plan, and studies were conducted on the feasibility of the project, its impact on the federation, and the risks and opportunities involved. The analysis of benefits and risks was carried out thoroughly to ensure that the federation had an appropriate understanding of the stakes involved so that it could make an educated decision. After reviewing the results of the cost–benefit and risk–opportunity analyses, the FFBA felt that it had the resources to stage the World Badminton Championships.

However, in terms of whether the FFBA should submit a bid or not, analysis showed that, although the FFBA had the resources to hold the championships, it did not necessarily have the required political support. As mentioned at the beginning of the illustration, the FFBA had no representatives in the IF and had no track record of organising major international events. These key weaknesses led the FFBA to decide that the IF was unlikely to view their bid favourably, and therefore it was not worth pursuing the bid to stage the World Badminton Championships. Instead, the organisation used the event strategy to reinforce its main tool for communication, the French Open, and decided to return to the bidding process once better institutional support was established.



This illustration shows the value of a detailed analysis of the benefits and risks associated with bidding for an event before proceeding to develop a bid. In this instance, although the FFBA was confident that it could successfully hold the World Badminton Championships, there was a substantial risk that resources spent on developing a bid would be wasted. The FFBA used the analyses that had been carried out in order to make an objective decision on whether to attempt to host the championship.

Although your OSO may never be involved in a bidding process, the activities carried out by the FFBA and the information generated to decide whether to bid are applicable to all types and sizes of events. It is important for OSOs to determine the objectives of the event, the benefits it will bring and the risks the organisation faces by staging it. A poorly run event brings more problems to an OSO than the benefits brought by a well-run event, so objective analysis is essential. The size and importance of the event should make no difference whether detailed analysis is carried out.

SECTION 6.2

LEGAL AND FUNCTIONAL STRUCTURES

Organisers of sport events need to develop an organisational structure that ensures that the event runs smoothly and is a success. This is a two-stage process and in many cases begins with the creation of a bid committee. If the bid to hold the event is successful, an organising committee must then be established. The primary concern of the organising committee should be to provide a solid frame of reference for all individuals and partners involved in organising the event. However, it is important that this structure be flexible enough to respond to developing requirements, and this is why organisers sometimes change organisational structures during different phases in the event process.

There are three aspects to developing an organisational structure. The first aspect is political and legal. The goal here is to gather the people involved in the project and divide responsibilities amongst them to guide their activities. That means deciding on a legal entity and then creating the legal structure that will drive the project. The second aspect is functional and involves creating operational units and assigning them tasks and functions that will ensure the success of the event. The final aspect is coordination. The adopted structure must allow work of individuals and the operational units to be coordinated in order to achieve the event objectives.

This section considers how event committees can be structured and focuses on legal and administrative functions. It suggests different structures that can be adopted and concludes with a discussion of the organisational structure of the 2003 South Pacific Games.

Legal and Political Aspects of Organisational Structure

The organiser of a sport event does not always own that event. Often sport competitions belong to another institution, such as the IOC, IF or NF. The owner institution entrusts the management of the event to an organising institution, such as the IOC awarding the Olympic Games to be staged by an Organising Committee of the Olympic Games (OCOG) in the host city. Written regulations are usually established, or a contract might even be drawn up to outline the rights and obligations of the two partners.

Who Organises the Event?

There are two possible scenarios. The first is that the institution that owns the sport event handles the organisation of the event by mobilising its own resources. This is the most common scenario for smaller events, and often the OSO that creates the tournament, competition or championship organises the event at its own risk. Alternatively, the owner institution asks for bids to stage the event and then delegates the hosting of the event to a third party, such as a city, sport group or private commercial group. The host institution then forms the organising committee as dictated by the owner institution's written regulations. The organiser's first task is to establish the legal entity that will be the owner institution's legal partner and will handle the practical organisation of the event.



Photo courtesy of Kyang-Ok Kim, Korean Olympic Committee.

Members of the Rio de Janeiro 2007 Pan American Games Organising Committee inspect a venue to make sure it complies with the standards of the IF.

Types of Legal Entity

There are two possible methods of establishing a supporting legal entity. The first involves using an existing legal entity, such as a sport club or federation. The best thing about this option is its simplicity; there is no need to create and then later dissolve a new entity. The host OSO is also the organising institution, and it can control the project as long as it remains within the bounds of the authority delegated by the owner. The sport bodies assigned to manage the project are already in place, and the essential resources already exist within the host organisation.

For the vast majority of competitions where sport organisations are the only ones involved, this legal structure will suffice. However, the simplicity of this structure also has its drawbacks, such as dealing with a multisport event or world championship or when significant financial or operational risks are involved for the OSO. In this situation, the organisers may consider creating a new, legally autonomous entity with a specific task of handling the practical organisation of the event.

Although this solution may be more difficult to put in place, it also has certain advantages. The first is that it creates transparency of relationships amongst the people involved with the project. The more numerous and diverse these individuals are in character or objectives, the more it becomes necessary to create a unifying legal structure. Indeed, this structure will ensure that partners, such as government, sponsors and clubs, are affiliated with the decision-making body and are legally engaged in the organisation of the event.

The second advantage relates to the autonomy and transparency of the management of the event. The quantity of materials and resources to be used for the event can quickly necessitate the creation of a specific legal structure. Setting up an autonomous legal entity will avoid confusion when it comes to responsibilities, especially human resources and material and financial resources. For example, a separate structure will outline the tasks that people have to do specifically for the event rather than as part of their day-to-day activities. This will allow for a more transparent management that separates the host institution's regular activities from the special activities related to organising a particular event.

Creating a specific structure also affects the legal capacity of the new organisation. This entity has its own identity with a name and an address, which is needed to facilitate communication. The resources assigned within the institution belong to the legal entity and can be managed within a unique budgetary structure. All contractual relationships created during the organisation of the event can be made in the name of the legal entity. This entity will also have recourse to legal action to ensure that its ethical, intellectual and commercial rights are being respected (see chapter 5).

The responsibilities related to the organisation of the event will fall on the new legal entity without affecting its constituent organisations. This creates safer conditions for participating organisations to deal with any incidents that cause damage to goods or people because of activities associated with the event. It also provides a framework for dealing with economic and management difficulties because it separates the financing and management of the event from the other activities of the involved organisations.

There are, however, procedural limitations in creating a legal structure. These limitations, which depend on national legislation, may affect how the group is formed, its eventual dissolution and the management of its obligations, such as accounting and taxes. Procedural limitations may also affect the external or internal systems of control to which any legal entity is accountable. Whatever legal structure is chosen, it must take account of any relevant procedural limitations within national laws.

Types of Legal Structure

Once the legal entity has been determined, the legal structure of the host organisation can be chosen. Various solutions are available depending on the national legal structures already in place, and organisers can usually choose from a few traditional options.

The first option depends on the host's objective, which could either be for profit or not for profit. The for-profit option is mostly used for recurring sport competitions that generate significant financial revenue, such as professional circuits or professional championships like the Formula One circuit. For sport events that happen periodically, such as regional championships or the Olympic Games, a not-for-profit structure is a better solution. This is because the organisers are different for each event, and the goal is of a promotional or business nature. Simply achieving a financial balance is the economic criteria for success, rather than profit.

The second option depends on the private, public or mixed nature of the legal structure being used. Organisers rarely opt for a solely public legal structure except in countries where the state plays a major role. For major sport events where investments by public groups play an important role, mixed group structures including legal entities from both private and public law tend to be the norm.

Once the structure has been decided, the conditions for participation and decision making need to be defined in the host's statutes. The statutes identify the members of the group. When it comes to bidding or organising committees, there are often different families:

- The sport family, meaning the relevant local, national or international sport organisations
- The local, regional or national public groups who will be associated with the event and whose participation is indispensable even as early as the bidding phase, such as a government that owns the land on which an event will be held
- The economic partners, or public or private companies that will be involved in financing or organising the event, such as sponsors
- The civil society, which includes members who may not participate in organising the event but whose presence and endorsement validate the organisation, such as professional organisations and unions

The statutes should also specify the makeup of the decision-making and administrative bodies as well as the scope of their activities. This body is often called the Board of Directors and should consist of representatives from the groups outlined previously. It is essential for this body to include representatives from all groups affected by the staging of the event, which ensures that the body has the authority to make decisions about the organisation of the event. When the event is important and requires permanent and professional personnel to see it through, the Board of Directors makes the strategic decisions involved in developing the programme, passing the budget and authorising major contracts, and it is the overriding authority for activities related to the event. Everyday decisions are left to the executive body and general management.

The executive body is responsible for carrying out the Board's advice and decisions. It stands to reason that this body should be directed by the president of the Board, who is also its legal representative. The statutes can also provide for other political bodies, such as special commissions or committees. Normally made up of experts, these bodies generally have a consultative or advisory role, defining and following up on particular parts of the programme. In this way they support the activities of the Board of Directors.

Functional Aspects of the Organisation

A legal structure is not enough to ensure the organisation of an event; operational needs must also be met. Setting up a functioning organisation involves dividing roles and their associated tasks amongst complementary and coordinated divisions or departments. These departments will act under the guidance of the legal bodies, especially the executive body. However, the people who direct these departments should be given the authority to make decisions that allow the departments to carry out their functions.

The functional organisation can be represented in an organisation chart. Creating a functional organisation chart depends on the tasks to be accomplished, as well as on the people who will be responsible for those tasks. No universal model exists, however, because every event has different requirements.

The organiser's first objective is to define the group's functional needs, which will vary depending on whether it is a bidding or organising committee. They will also vary depending on the different phases of the event organisation process. The functions required to organise an event are discussed in more detail in the following section.

Once the functions have been defined and classified, responsibilities must be assigned. This requires decision-making centres and the delineation of command and control paths. A number of different structures are available to event organisers in order to do this.

A divisional structure breaks the organisation chart into basic units that are highly decentralised and that create products or services. These units may be divided based on their activity (sport activities or other activities). They can also be divided based on geography, such as the different sites used during the competition (figure 6.1). Each entity is more or less autonomous; coordination amongst entities is ensured through general rules governing all activities.

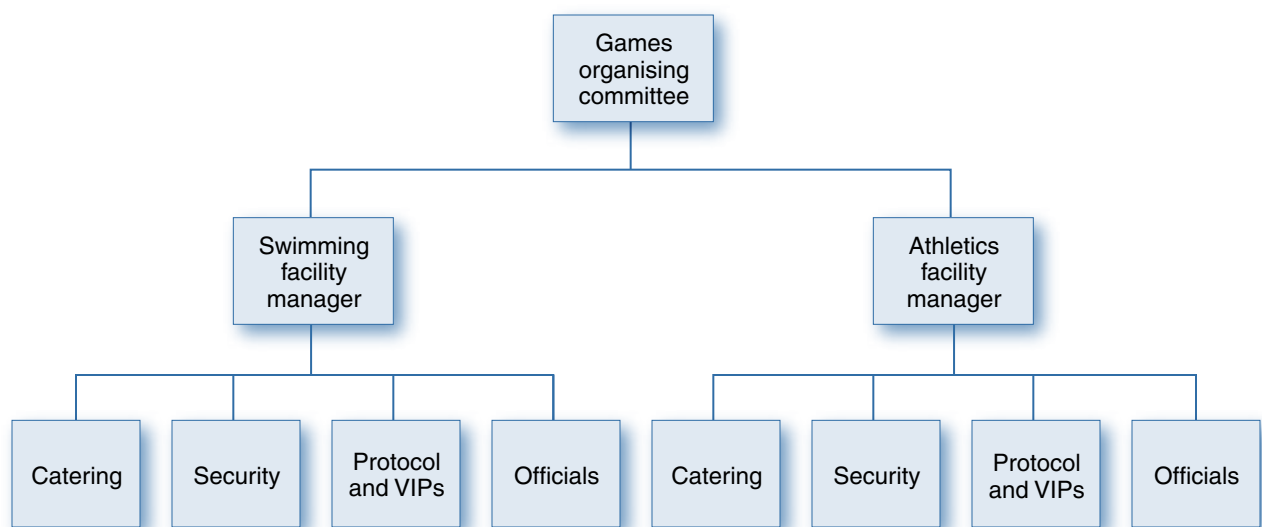


Figure 6.1 A divisional structure.

A functional structure is the traditional form adopted by many OSOs and is similar to the structure presented in figures 6.2 and 6.3. The Board is at the top of the structure and below it, the decision-making centre (general management) has direct control of the different divisions, departments or services that fill the various functions that have been identified. These entities can be further divided into subfunctions. This type of structure is centralised and hierarchical.

A matrix structure tends to combine the advantages and disadvantages of the two structures already described. As shown later in this chapter, in figure 6.10, the organisation chart can take the form of a double-entry table, with the administrative functions on the x-axis crossing the different production and service entities on the y-axis. The goal is to ensure the line of command and control by allowing resources to be more easily allocated to project teams.

Finally, organisers must decide whom to entrust with carrying out these functions. As a general rule, the organiser's core responsibility, the operational organisation of the event, falls directly on the organising committee. However, certain functions can be outsourced, or entrusted to an outside service provider. Service tasks, such as accommodation, catering and transport, are the functions most often outsourced. The service provider responds to a formal request by the organiser, according to written criteria. These criteria should then be defined in a contract between the organising committee and the service provider. In addition, commercial functions, such as finding funding and sponsors, promotion and external communication, may be entrusted to specialised companies. Finally, audit and control functions may also be outsourced.

KEY RECOMMENDATIONS

- ▶ Decide whether a separate legal entity is required.
- ▶ Put in place a legal structure that ensures accountability for the event but offers some protection against the risks of the event.
- ▶ Ensure that the Board of Directors is representative of all appropriate groups.
- ▶ Identify all tasks required to stage the event and allocate these to functional areas.
- ▶ Put in place the most appropriate structure to assist with the success of the event and ensure that it allows accountability to the Board.
- ▶ Decide what work can be outsourced to other organisations.

The following illustration presents examples of the legal and functional structures that were put in place for the 2003 South Pacific Games.

Illustration 6.2***Organisational Structure of the 2003 South Pacific Games***

The South Pacific Games are multisport competitions that are held every 4 years and that conform to the principles of the Olympic Charter and the organisational guides of the IOC. In 2003, Suva, the capital of Fiji, welcomed the XII Games. A total of 22 countries sent 4,000 athletes and officials to compete for more than 300 medals in 32 sports. Around 3,000 volunteers participated in the organisation of the event. More than 50 media organisations covered the event, reaching an audience of 3 million people. Every day, 20,000 spectators followed the competitions.

Legal Identity

As with many international sport events, there was a difference between the proprietary aspects of the event and the organisational one. The South Pacific Games Council (SPGC) is the owning body of the Games. It was created for this purpose and its composition, mission and organisation are defined in a charter, which also outlines how the decision-making body should be formed and its makeup. The members of the SPGC are independent amateur sport organisations (the sport family) that may also double as NOCs or Territorial Olympic Committees and are constituted in 22 countries or territories in the South Pacific. Each organisation is represented by a maximum of three people.

The SPGC is administered by a Board consisting of a President, Secretary, Treasurer and the immediate past President. The first three cannot be residents of the host country of the next Games and must be residents of three different countries or territories. They comprise the Executive Committee of the SPGC. The Charter also provides that the SPGC work through committees charged with making recommendations and proposals. An Organising Committee for Games and Mini-Games exists as a permanent committee of the SPGC. It is led by a President, Secretary and Treasurer appointed by the next host country or territory of the Games, and their appointment must be approved by the SPGC. Their sole function is to ensure the effectiveness of the organisation of the Games, under the authority of the Executive Committee.

Legal Structure

The SPGC Charter provides that the honour of hosting the South Pacific Games be conferred on the national or territorial amateur sport body of the designated country or territory. In this case, the Fiji Association of Sports and National Olympic Committee (FASANOC) became the host of the event. This body delegated its responsibility to a separate, not-for-profit legal structure: the South Pacific Games Organising Committee (SPGOC). The SPGOC, working in collaboration with its national or territorial amateur sport body, was fully responsible for the organisation of the Games, always subject to the approval of the SPGC, the event owner.

The SPGOC comprised a decision-making authority, the SPG Board, which was made up of representatives of the event family. The Board consisted of the President, Secretary and Treasurer of FASANOC, in compliance with the SPGC Charter. It also included two representatives of the Fiji government and the mayor of the host city of Suva. In this way, all the local authorities who were to be affected by the event had a say in its organisation. The SPGOC's executive power under the Charter was conferred on the President of FASANOC, the de facto president of the organising committee. The SPGC, and by its authority the SPGOC, had the last word on the conduct of the Games.

Functional Aspects

The executive power of the SPGOC was divided into eight departments and then into subdivisions, which are outlined in figure 6.2. The divisions resulted in a traditional functional structure that contained all of the main functions required for an event; for example, the Board and the Directors were responsible for the management and coordination function. Note, however, that most of the required functions spanned departments. For example, aspects of the operational sport function were dealt with by the games coordination department and the sports department. The service function was delivered by the host city department, the venue department and the village operations department.

This structure was chosen because of the event size. If all tasks associated with each function had been allocated to one department, the workload would have been unmanageable, and communication would have been poor. The risk of the event failing would have been greater because the failure of one department could have put the entire event in jeopardy. Thus, the structure chosen for the SPGOC grouped specific expertise into departments, provided for a greater division of workload and spread the risk of the event not being organised in time.

Once the Games began, the structure and departmental responsibilities changed to reflect the implementation phase of the event. For the duration of the Games, all operational services were assembled under the Main Operations Centre (MOC) to assure coordination in an operational centre. The structure adopted was still functional; however, note that in figure 6.3 there was no longer a department responsible for sponsorship and marketing. Once the Games began, the need for sponsors was over, the image was determined, the torch relay was complete and the technology was in place. Although merchandising as a function still remained, it was now part of the commercial department. In addition, the functions of the sports department and the support services department changed significantly.



This illustration shows how important it is to establish the right legal identity for an event. The SPGC has an identity that is separate from the 22 countries and territories that have an interest in the South Pacific Games. This separate identity protects these OSOs from risk if something should go wrong with the Games.

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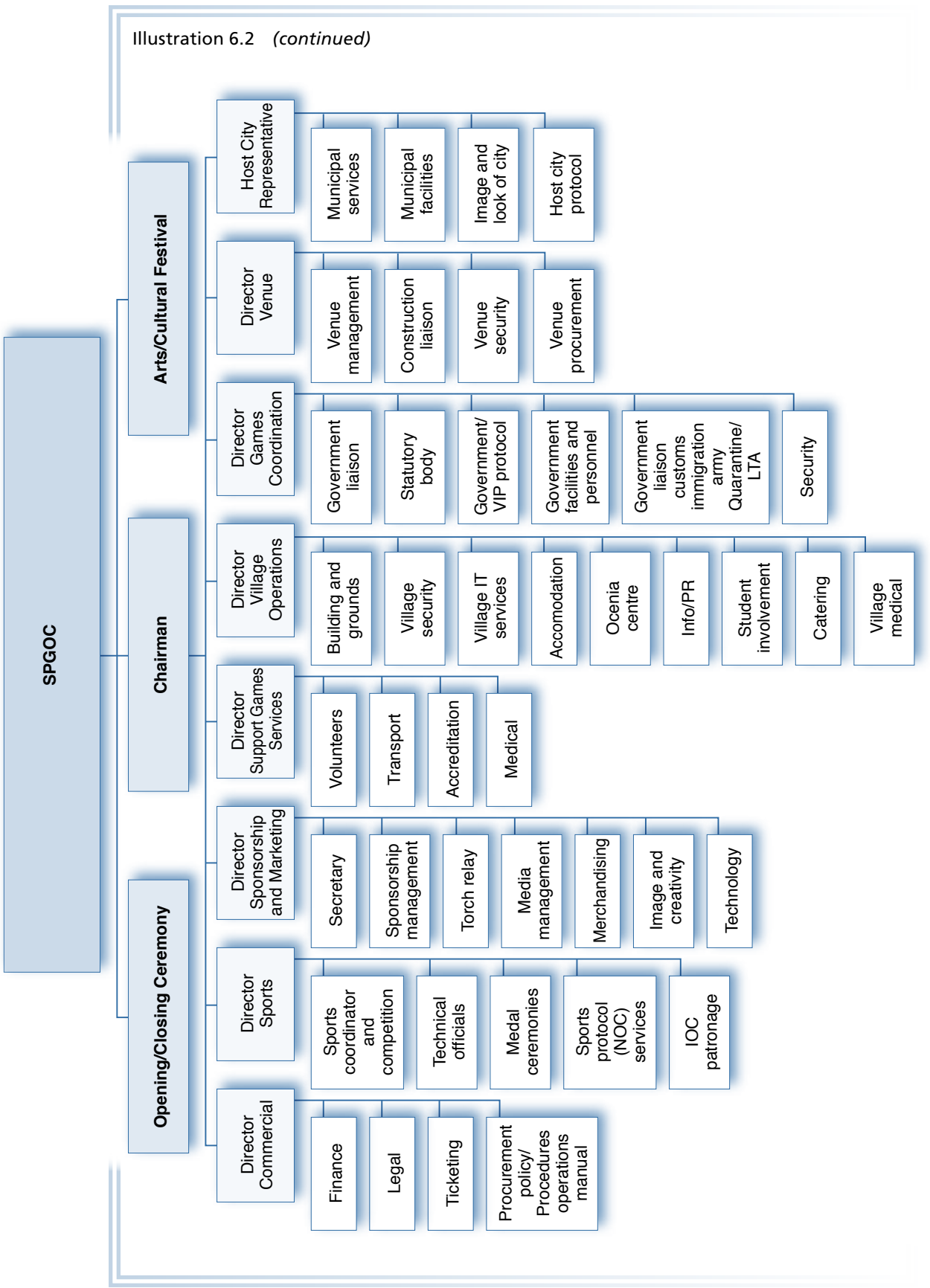


Figure 6.2 SPCOG structure.

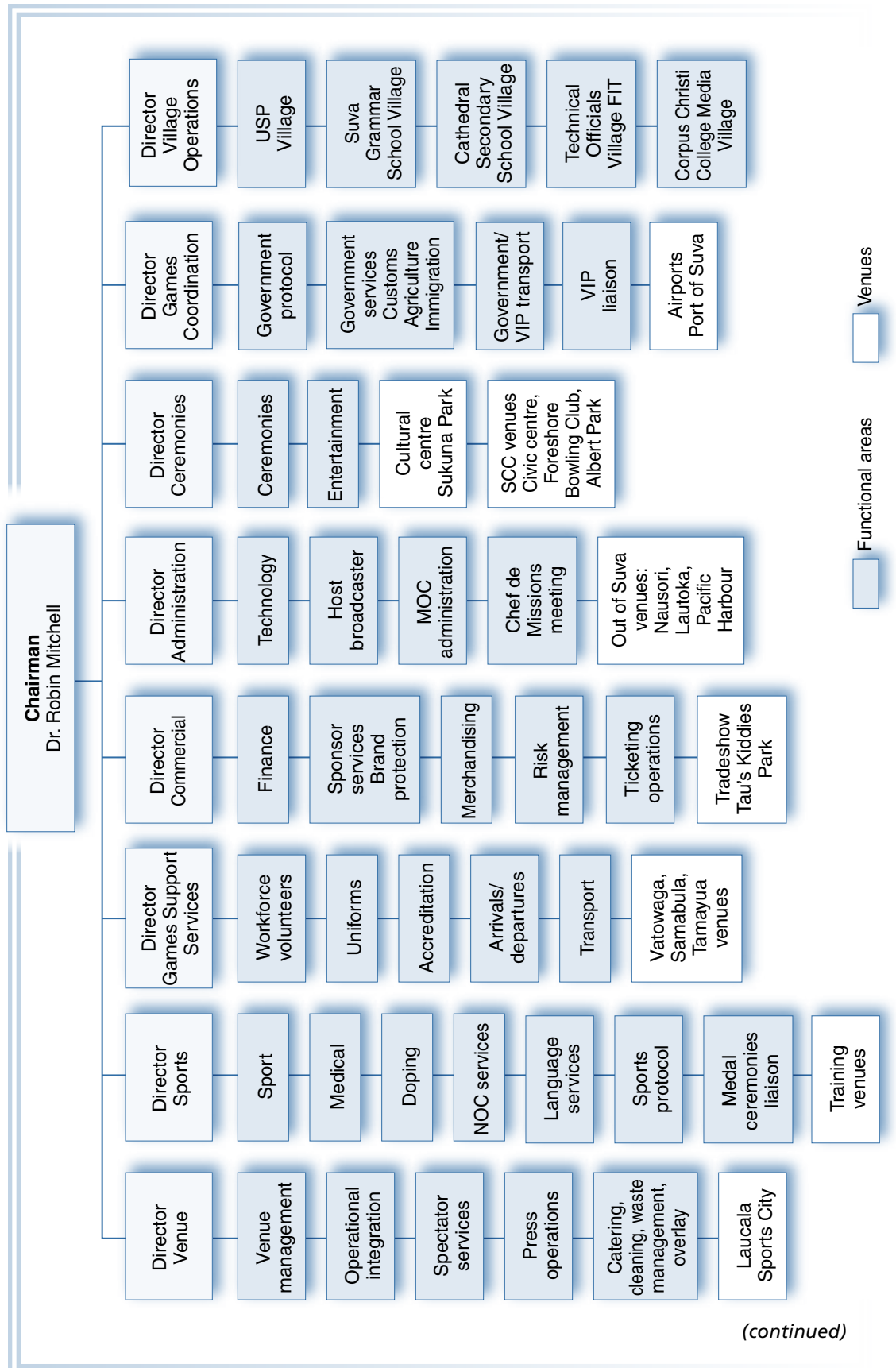


Figure 6.3 Operating structure for the Games.

Illustration 6.2 (continued)

The creation of an organising committee as a legal structure is also important because it allows each organising committee to consist of local representatives who are directly affected by each Games. In this case, the SPGOC is made up of representatives from key members of the sport family. It also has a clear decision-making and administrative body, and the Chair has direct control over the functions required to stage the event. The structure also has the flexibility to change for the implementation of the event, and once again the Chair maintains direct control of all functions. Such flexibility is important in the organisation of all types of sport events.

SECTION 6.3

ORGANISING THE SPORT EVENT

Although sport events come in different sizes and can take many forms, the staging of nearly all successful events goes through the same phases. This section considers the four phases: design, development, implementation and dissolution of the event. It outlines the basic functions involved in organising a sport event and discusses how these tasks should be scheduled. The section concludes with a discussion of the phases of the World Athletics Championships held in Paris in 2003.

Phases of an Event

As mentioned at the outset of the chapter, sport events can be divided into four major phases, which need to be scheduled: design, development, implementation and dissolution.

Designing the Event

The design phase is the starting point. If you are required to compete to organise an event, this first phase may be carried out at the same time as developing the bid. As a first step, it is essential to analyse the feasibility of the project. This can be done by questioning what the event will bring to the OSO whilst at the same time examining how the event fits within the OSO's strategy and priorities. The main objectives are to see if the event is economically viable, if it answers a true need and if it appeals to a variety of audiences and partners. Second, the conditions for operational feasibility of the event must be estimated, defined and put in place. This will result in the project being semifinalised in an event regulations document that should be as detailed as possible.

Developing the Event

The second phase involves planning the tasks to be achieved in order to efficiently prepare for the success of the event. At this stage, it is especially important to examine how work is being performed in relation to previously defined time, cost and quality constraints and then make any necessary adjustments. At the end of this phase, tests can be carried out in actual operating conditions, such as rehearsals for opening ceremonies or test competitions, to ensure that everything is ready for the event.

Implementing the Event

Once the event has begun, it will need to be efficiently and successfully guided. This is the role of the event leader, who must ensure the success of the event. The leader has to identify and anticipate any problems that could have a negative impact, and in the case of potential or actual problems, the event leader and the event team must analyse the cause of the situation and implement possible solutions.

Dissolution After the Event

The event is over. All that is left to do is to analyse the efficiency of activities, evaluate the results achieved, dissolve the team and determine what lessons have been learned for the future. It is possible that the organising committee will also have to report on the success of the event to key stakeholders. In some instances, such as the Olympic Games, organising committees have to pass on the lessons they have learned to the next committee.

Tasks to Be Accomplished

Figures 6.4 through 6.8 on pages 300 to 304 present the tasks involved in staging an event, showing where they fall in the event schedule with regard to the four phases of the event. The length of each box varies depending on how long the task takes, and some tasks cannot be tackled until the previous task has been completed.

Function 1: Management and Coordination

This function affects the following areas: budget estimates and financial engineering; functional organisation, hierarchical structure and personnel management; task planning, follow-up and adjustment of tasks; and legal and regulation issues. Figure 6.4 shows how some of these functions are only part of the design phase, such as identifying budgets and setting financial control, whilst others, such as general coordination, continue through all four phases. Evaluation and learning from the event are a substantial part of the fourth phase. They are essential in order to see if the event met its objectives for the OSO and other stakeholders.

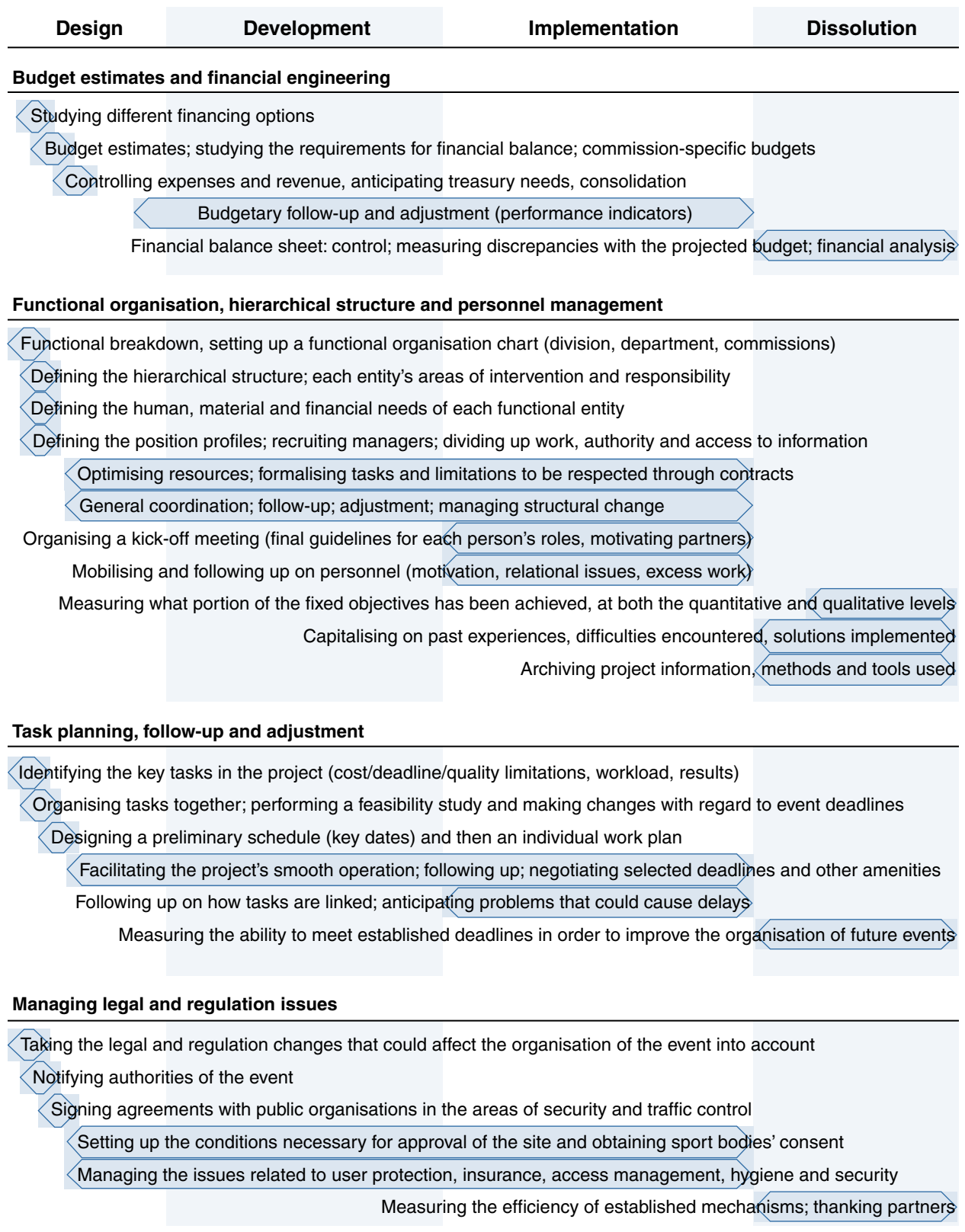


Figure 6.4 Management and coordination. The shaded boxes corresponding to each task indicate the time span in which the task takes place.

Function 2: Managing Sport Operations

This function ensures that the event actually happens. It puts in place the plans of the management and coordination function, and its activities involve everything from evaluating the human and material resource requirements to appraising the work performed by personnel, including setting up competition spaces and warm-up areas. As shown in figure 6.5, this particular function has tasks that span all four phases of an event, from designing the competition to meet the technical requirements to thanking those involved for the work they have done.

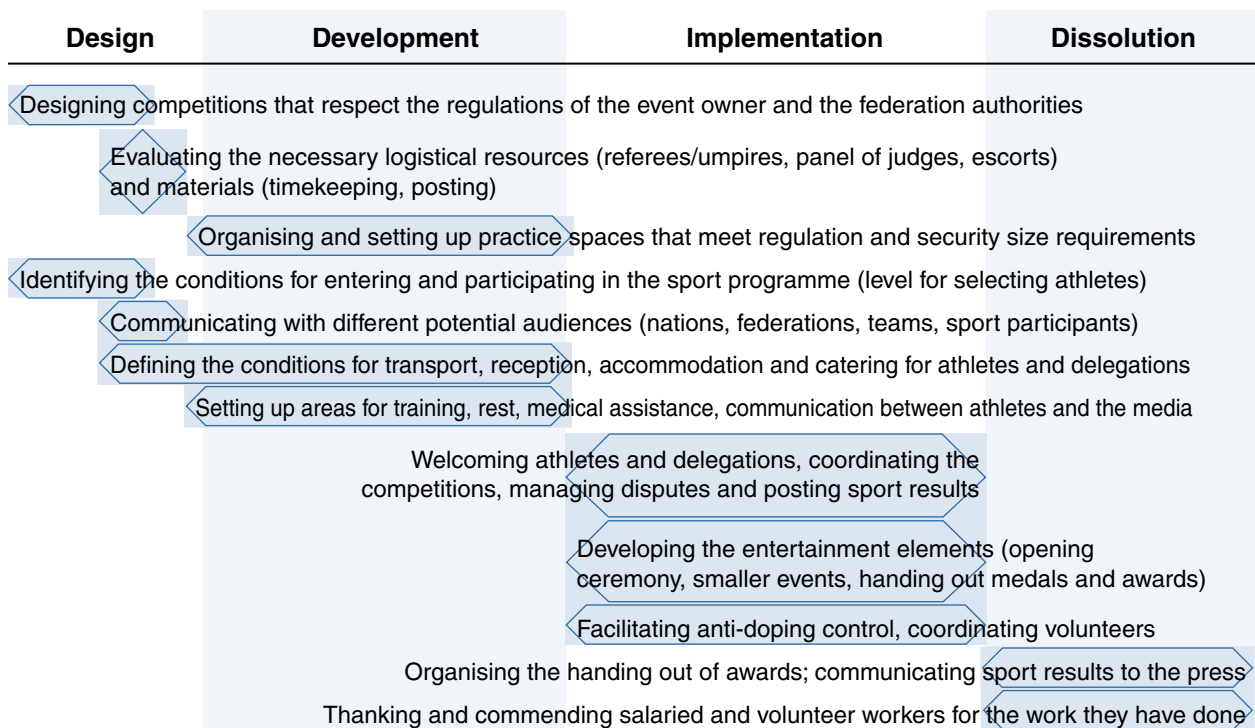


Figure 6.5 Managing sport operations.

Function 3: Secretarial, Administrative and Management Work

As shown in figure 6.6, this function includes administrative and secretarial tasks, but it also involves financial relations with service providers, accounting, ticketing management and additional services. This function plays an important supporting role for the other functions, occurring in all phases of the event. The secretarial tasks of communicating with the public and key stakeholders, managing mail, and record keeping are vital to the success of the event.

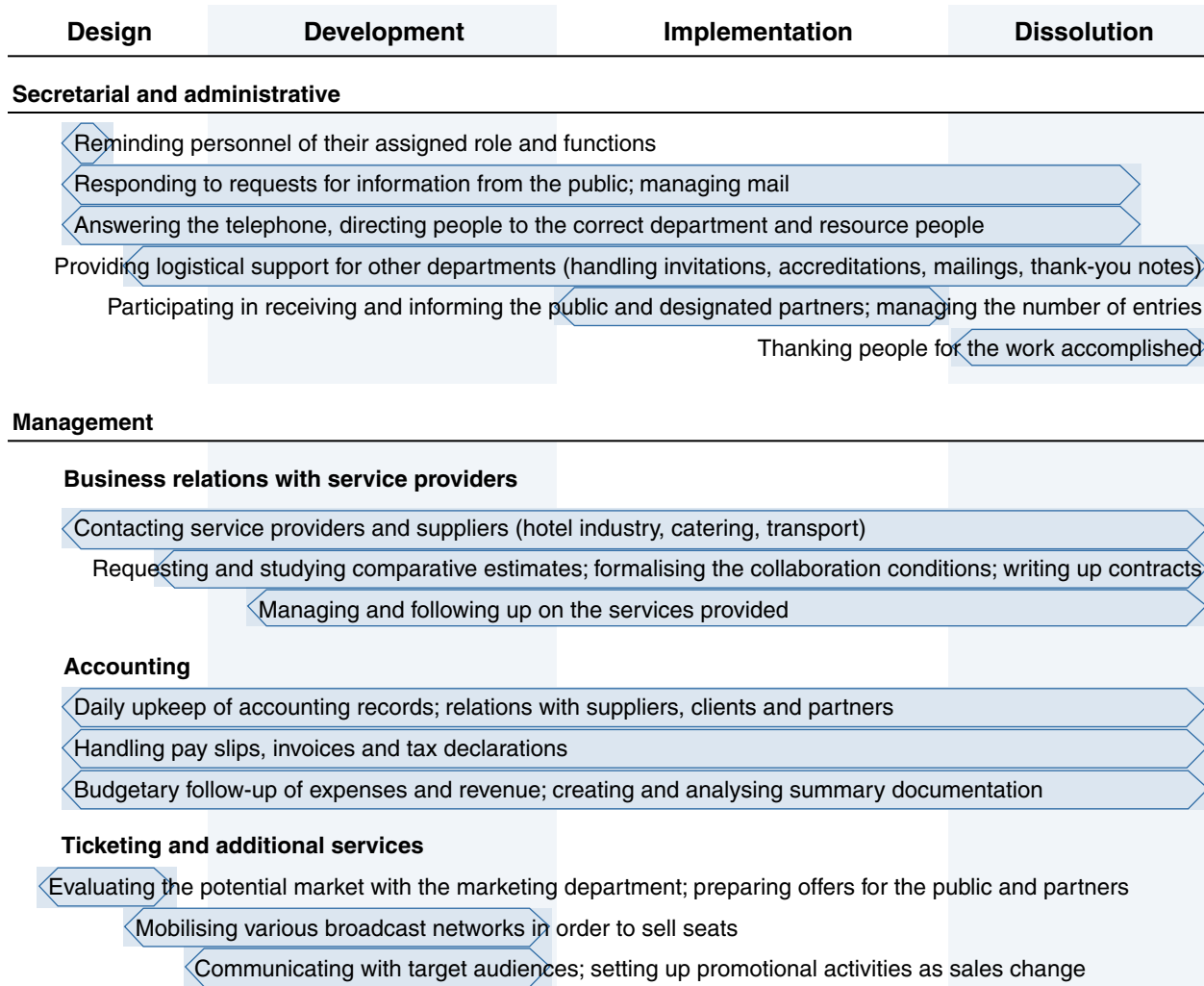


Figure 6.6 Secretarial, administrative and management work.

Function 4: Logistics

This function has limited tasks in the design phase, and these tasks can be divided into two main areas. As can be seen from figure 6.7, the first involves setting up the facilities to be used for the event, with security being the number one priority for all audiences. This occurs during the development phase, when the infrastructure of the event is put into place. The second main area of work for this function involves managing and maintaining amenities during and after the event, with the dismantling or transferring of facilities being of key importance.

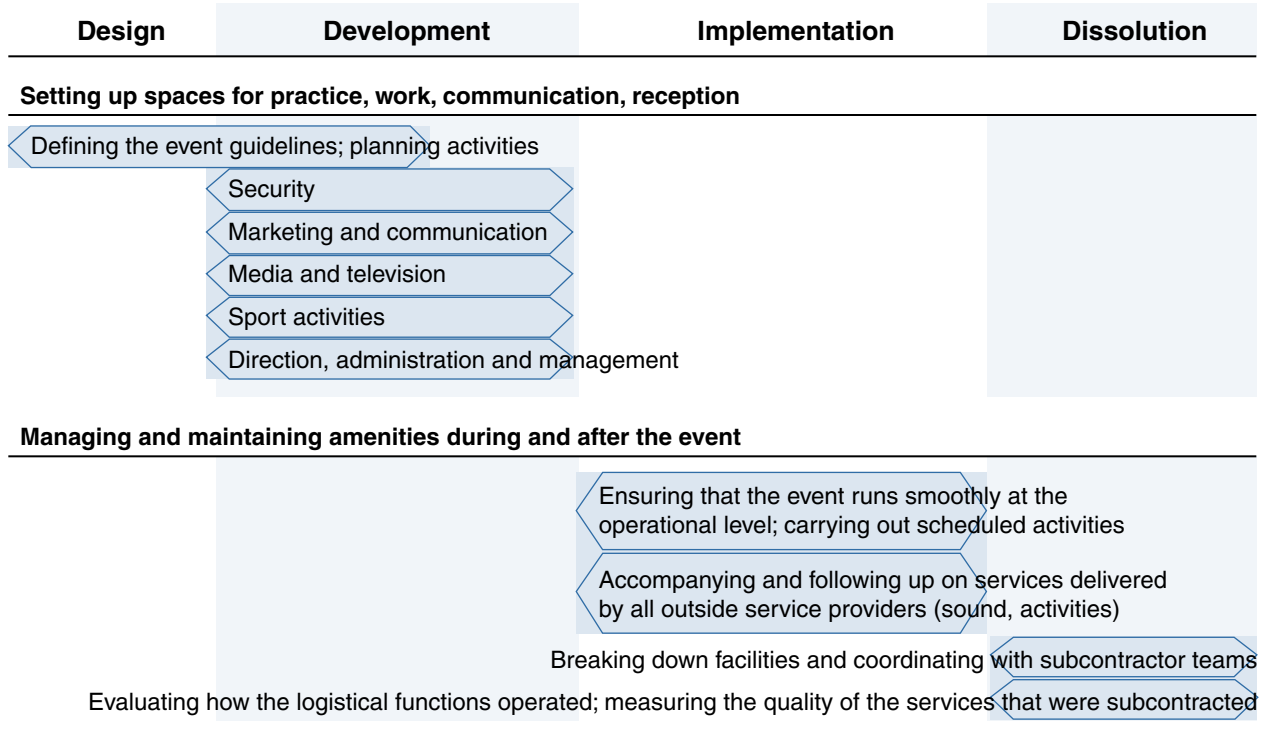


Figure 6.7 Logistics.

Function 5: Promotion and Sales

As can be seen from figure 6.8, the promotion and sales function deals with marketing, communication and media partnerships. This function includes the following tasks, which require substantial work in the design phase of an event:

- Setting up a marketing strategy for the event
- Defining a communication strategy and a media action plan
- Researching, managing, following up on and initiating partnerships

Planning tasks is an essential aspect of organising a sport event. Even if the planning is based on precise event regulations and on the organisers' past experience, which gives them greater insight and responsiveness, planning is essential for ensuring that the unique characteristics of each sport event are taken into account and for adapting to the inevitable unexpected challenges.

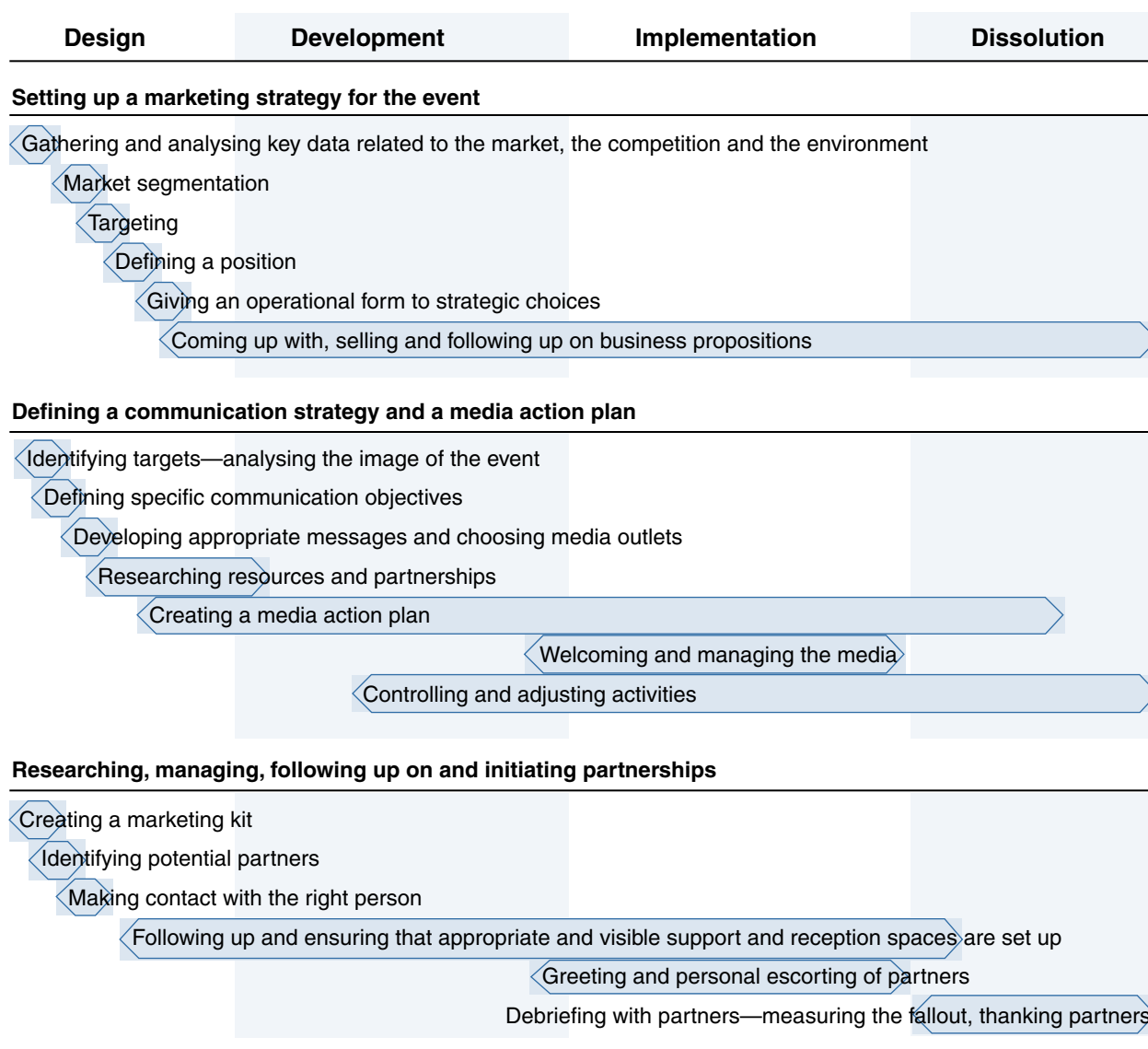


Figure 6.8 Promotion and sales.

KEY RECOMMENDATIONS

- ▶ Ensure that the event is well designed and developed before trying to implement it.
- ▶ Make sure that the Board is committed to the design of the event.
- ▶ Plan to follow through all four phases. Good design is essential, as is complete dissolution of the event.
- ▶ Schedule all tasks to occur in a timely manner.
- ▶ Evaluate the event objectives once the event is over.

In the following illustration, you can see the phases that the 2003 World Athletics Championships followed. The event organisers took a step-by-step approach that led to the successful staging of the event.

Illustration 6.3

The 9th World Athletics Championships: Paris 2003

The World Athletics Championships are one of the major events owned by the International Association of Athletics Federations (IAAF). France was chosen to organise the 9th World Athletics Championships in 2003, where they were held in the Stade de France, the national stadium of France. It was the third largest world sport event in terms of spectators, following the Olympic Games and the FIFA World Cup, and included 2,000 athletes, 210 delegations and 400,000 spectators.

Organising the World Athletics Championships involved the four phases outlined in figure 6.9. This illustration, however, focuses on the middle two phases, planning and operations. Although the terminology is different, it is possible to see how each phase in this event fits within the framework presented in this chapter.

Bidding Phase

France was awarded the opportunity to organise the World Athletics Championships following a successful bidding phase, for which a project team was established. The IAAF accepted the bid and the project moved to the planning phase. As part of this process, the conceptual design of the event was established.

Planning Phase

This phase involved planning the functional and operational organisation of the event. The following tasks were carried out:

- An inventory of the financial, marketing and administrative tasks needed in organising the event was taken.
- An organisation chart and hierarchical structure was created and senior managers, such as Directors, Assistant Directors and Project Leaders, were recruited.

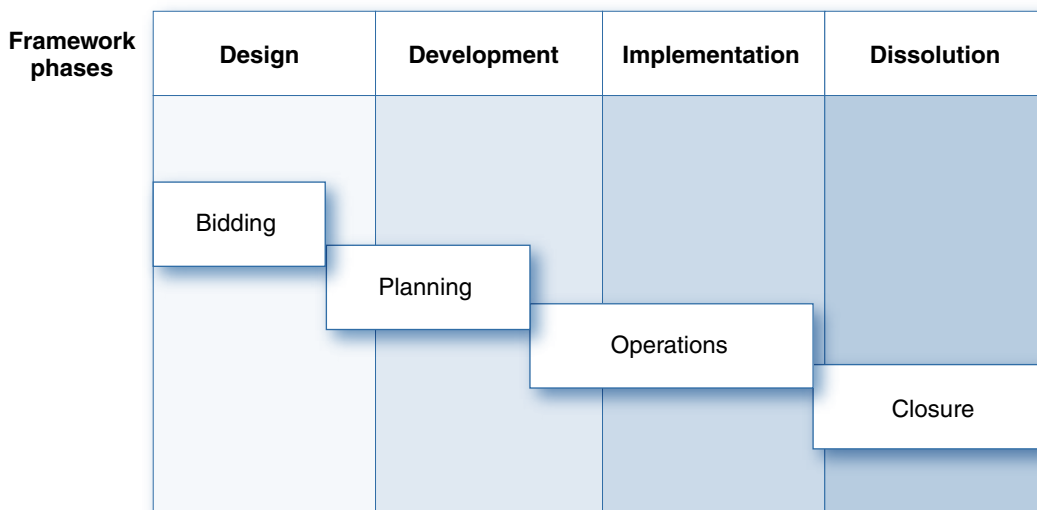


Figure 6.9 Steps in organising the 9th World Athletics Championships: Paris 2003.

(continued)

Illustration 6.3 (continued)

- Responsibilities and roles for each department were established.
- Tasks to be accomplished by the different departments and their associated deadlines were defined.
- Budgets established during the bidding process were adjusted.

A functional structure had to be created from the start of the project. It comprised five departments, corresponding to the organisational activities for the event. The general management was responsible for all these departments.

Once the legal structure was identified, conditions had to be created to allow for the efficient operational management of each event site. The main steps in this process included the following:

- Defining a structure for each site, evaluating the resources required, and revising the operations, rules and procedures manual for how each site functioned.
- Examining and then presenting the functional aspects (marketing, finance) established for each event site.
- Planning the tasks to be accomplished for each site in order to find operational solutions to questions raised by the event's organisation. A clearly identified manager coordinated each task.

Operations Phase

A few months before the event, the World Athletics Championships adopted a site-based organisational structure that created the matrix structure outlined in figure 6.10. Functional managers were given the responsibility for a site or for the functional operation of a site. A main operations centre was established for general coordination. This centre acted as a decision-making authority, able to bring together an emergency public service team in the event of emergency situations, such as fires or security alerts.

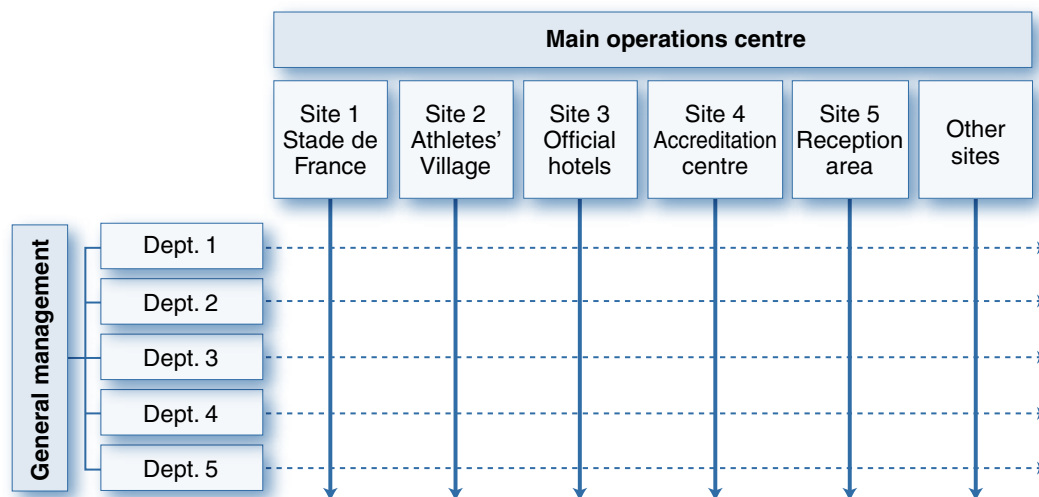


Figure 6.10 Matrix structure adopted for the operations phase.

This led to the creation of a site schedule. When the organisational structure changed, the planning manager had to fine-tune the general schedule and detail the operating steps for each site. Figure 6.11 shows the major phases and timelines in site setup. This ensured that the event was efficiently guided, which is essential when carrying out an event.

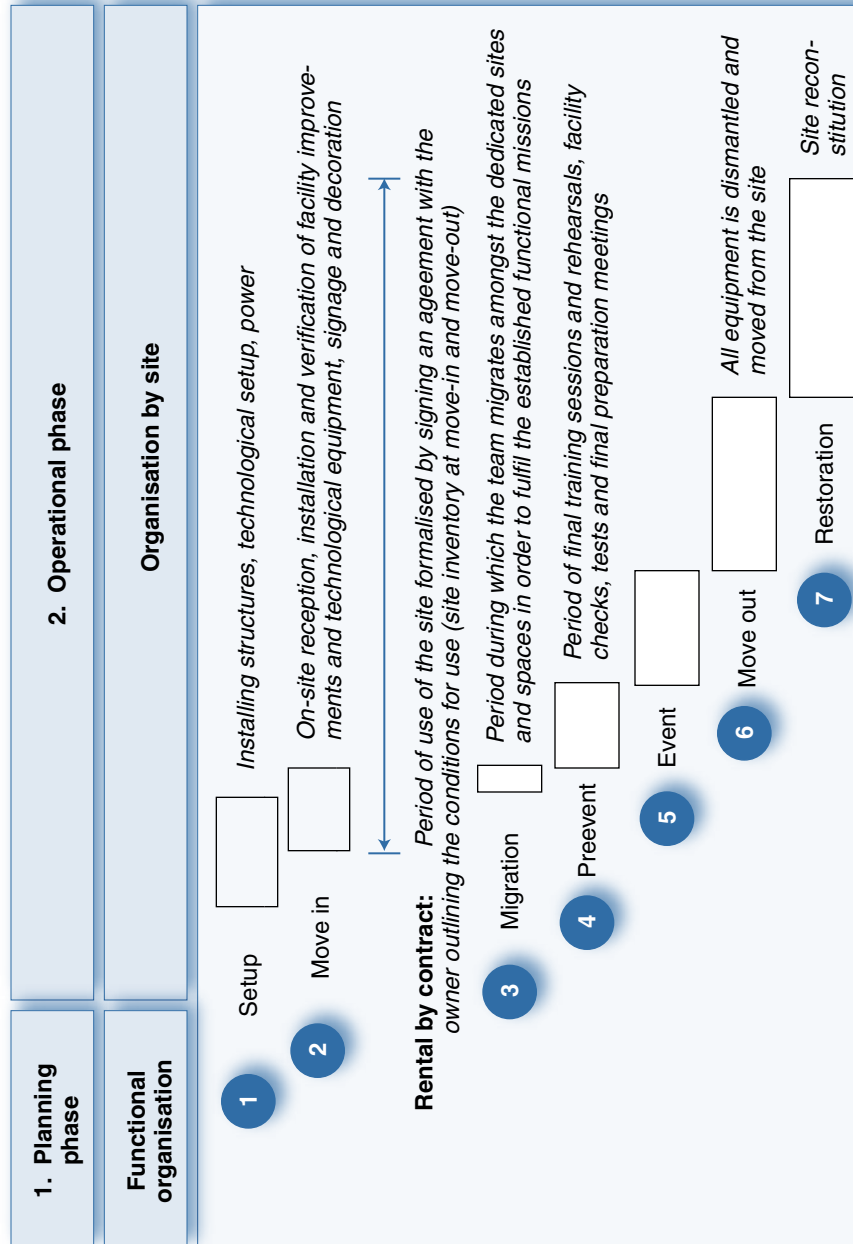


Figure 6.11 Site schedule.

(continued)

Closure Phase

After the event, the functional organisation returned to close down operations. Only the administrative and finance departments continued their mission. They finalised the budget, closed all accounts, dismissed the organising committee, placed salaried workers back in their previous organisations and wrote the final report.



The staging of the 2003 World Athletics Championships was a carefully planned project that followed the series of phases outlined in this chapter. Note that the planning of the championships was part of the design phase as well as the development phase. This is important because initial work on how the event will run is expected in a bid. Also note that the organisation moved into the operations phase before the implementation of the championships. This allowed practice events to be held and systems and procedures to be tested before the main event. It also allowed athletes to train at the venues before the event. Finally, evaluation was an essential part of the dissolution of the event.

All events, no matter what type or size, should be organised systematically. This requires moving through the four phases of design, development, implementation and dissolution. You may choose different terminology for the phases that your event moves through; however, the tasks involved will be similar to those that have been presented here.

SECTION 6.4 MANAGING HUMAN RESOURCES FOR A SPORT EVENT

Along with facilities and finances, human resources, in particular volunteers, are indispensable elements in the organisation of any sport event. Therefore, the management of human resources is critical to event organisation. In this section we will examine the key elements involved in managing the human resources of an event, with a particular focus on volunteers. The section begins by outlining the processes that should be followed, which is followed by a discussion of how to identify and recruit the necessary human resources. The chapter goes on to consider how to mobilise and motivate human resources and ends with an illustration of how the 2005 Winter Universiade mobilised a large volunteer workforce.

Organising and Scheduling Human Resources Management

As with all human resources management (HRM), a number of activities are required to organise the human resources needed for a sport event. The following principles should be familiar to you from chapter 3. They are discussed briefly here and then expanded upon more fully later in the chapter. Remember that the short-term nature of most events and their reliance on volunteers will present several challenges for the management of human resources.

Determining Human Resources Requirements

This involves reviewing the list of tasks to be accomplished in order to see what human resources will be needed to accomplish those tasks. This list should eventually be included in the regulations of running the event. Human resources can be selected from the volunteer or salaried members of the organisation in charge of organising the event, available volunteers, temporary workers from associated organisations, the general public, or personnel from outside service providers.

Recruiting

Organising an event is a unique operation that requires specific human resources. Organisers must recruit the people needed to make the event run smoothly. First, the people in charge of developing and coordinating the organisation of the event and associated tasks must be recruited. Then, if necessary, specialised contractors should be hired. Finally, organisers must begin the long process of recruiting volunteers, who are essential to the operation of the event.

Training

The organisation of sport events is different every time, and therefore it is often difficult for organisers to find people with the requisite knowledge for staging the event. The goal of training is to ensure that people who have been recruited will be able to fulfil their assigned duties to the best of their ability. Training is also an opportunity to communicate the culture of the event and to encourage team spirit and a sense of belonging for everyone involved.

Motivating

The goal is for organisers to have a team of people who are striving for the success of the event, people who are motivated to succeed in the challenge of organising the competition. Organisers should use the methods outlined in chapter 3 to motivate their people throughout the event.

Internal Communication

There are three goals of internal communication: to facilitate comprehension and advanced planning so as to avoid problems and make improvements, to share information with the event team throughout the process, and to encourage individual participation and involvement. Instead of proceeding in a series of uncoordinated steps, it is recommended that organisers adopt an internal communication strategy that outlines the objectives of communication and how these can be met. The steps involved in this process were discussed in chapter 5.

Managing Personnel

It is necessary to manage personnel in accordance with current legislation. This includes making agreements with those who provide personnel for the project; negotiating, preparing and executing contracts with service providers; drafting contracts for salaried employees and letters of commitment for volunteers; writing administrative statements; and dealing with insurance issues.

Scheduling Human Resources Activities

It is important to establish a plan for each point mentioned previously. Every plan should include the associated objectives of the activity; the human, material and financial resources needed to meet those objectives; a schedule; the name of the person in charge; and the methods and milestones for evaluation.

After identifying the areas that need to be considered in HRM, it is essential that organisers create a timeline of all tasks to be accomplished, because the event takes place within a very specific period of time. This scheduling process will allow the organisers to specify how long activities will take, how tasks overlap, what are pivotal periods and what coordination is needed. Once complete, this schedule will become a point of reference for everyone involved in the project. In the Gantt chart presented in figure 6.12, the beginning and end of each activity is represented by the shaded areas, which gives everyone a clear picture of the tasks to be accomplished and their associated deadlines.

Determining Human Resources Requirements

Human resources requirements depend on the nature and size of the event. For events requiring a more formal organisation, the event organiser will receive a set of event recommendations that will serve as a guide by itemising the services needed. For example, the regulations of the International Federation of University Sports outline the organising committee's obligations to participants, competitors and officials. These can be seen on the organisation's website (www.fisu.net).

For events with less formal organisation, all requirements should still be identified, so it is important to rely on similar past experiences for this process. However, these requirements should be tied to the objectives established by the organising committee. For example, an objective of organising a federation championship could be to make young people more aware of the sport. This objective could be met by hosting a parallel event for schoolchildren, which would require additional personnel.

Tasks/months	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	Event	+1	+2
Recruiting													
Training													
Motivating													
Communication													
Administration													

Figure 6.12 Schedule of human resources activities.

There are a number of steps that an event organiser should follow when deciding on the types of human resources that are required. Note that these activities should be carried out in an ethical and equitable manner and within the legislation of the country.

Start With the Required Services

The traditional method of establishing requirements is to start with services needed to satisfy different target groups, such as athletes, officials, spectators, VIPs and media. The services required will be in the areas of reception, security, catering and transport. All tasks related to the practical organisation, such as setting up stands, cleaning, transporting materials and managing the event, should be included (see section 6.3).

Create an Organisation Chart

Creating an organisation chart will enable organisers to specify which human resources will be allocated to each function, area or task. The organisation chart presents the organisation's unique hierarchical structure. This structure may also be defined in a document that provides directives and guidelines.

Create Detailed Position and Job Descriptions

A qualitative position description outlining the required qualifications should be created for each position. These position descriptions can be accompanied by job descriptions for each function, which should include a description of the position, the tasks associated with the position, the qualifications and knowledge required, and a candidate profile. In addition, position descriptions may also define procedures and directives to be followed.

This creation of position descriptions means that operational reference documents must be created. For example, site operation guides could outline the operating procedures to follow during a crisis. Creating these documents is an example of the kind of tasks that can be carried out in advance to ensure the success of the event. Each document needs to be linked to the position and job descriptions and to provide some kind of operational support, such as communication channels and expected behaviour.

An operational summary document should be created from these components. Organisers often find that a table, such as table 6.1, works well for this because it lists both the tasks to be accomplished and the corresponding human resources requirements. Since requirements will vary depending on the phase of the event, they should be included in a daily schedule, which makes the process even more complicated.

Table 6.1 Operational Summary

Functions	Service	Service for	Human resources	Number of people	Number of days	Total days
Reception	Customised reception stand; activities/events	VIP sports-people Public	Hosts Announcer	3	5	15
				2	5	10
				1	5	5
Entrance	Check-in	Sportspeople	Federation official	3	6	18
	Accreditation	Delegation Media	Official	2	2	4
	Ticketing	Spectators	Counter clerks	8	5	40
Project management	Developing and carrying out project tasks		Project team	5	20	100

Identify Human Resources

Once requirements for human resources have been identified, inventory should be taken of the people at the organisation's disposal. This will let organisers identify any gaps to fill. Organisers then need to look for additional resources to use, such as volunteers. These volunteers could be members of a federation's sport clubs; people from certain segments of society that may be interested, such as students; or individuals from the general public, if necessary. Along with these volunteers, organisers will need to recruit contractors for specialised positions, such as legal or financial positions. These personnel could be provided by partner companies, local government, or salaried employees from contracted service providers. The key is for organisers to find capable and reliable people to fill the important roles.

Recruiting Human Resources

The number of people mobilised depends on the phase of the event. Organisers must know how many people they need at any given time and keep track of input and output to avoid either mobilising resources unnecessarily or finding themselves short of resources. Thus, a focus on recruiting resources as well as keeping track of losses is of the utmost importance. Organisers will need to establish individual contracts, manage remuneration and expense reimbursements, and notify the appropriate departments and authorities of any required human resources.

Prepare to Recruit

As discussed earlier, organisers should start with position profiles and job descriptions to clarify what is needed. These descriptions usually contain the following elements: title, function, responsibilities, initiative, position on the organisation chart, relationship to other team members, relationship to the outside, technical qualifications, languages spoken and personal qualities. Recruitment information should be primarily shared using specialised methods, such as an internal newsletter or intranet site, in order to reach a specific audience. A communication system that is not targeted can cause problems during the selection process, leading to inappropriate applicants, too many volunteers or the wrong people contacting the organisation about positions.

Recruiting Volunteers

The recruitment of volunteers is necessary for most events, and volunteer programmes have become an essential component in organising any large sport event. Several issues should be taken into account when seeking to use volunteers in the staging of an event:

- *When should you begin recruiting volunteers?* For large events, such as the Olympic Games, recruitment may begin with the bid to host the Olympic Games. London began calling for volunteers on a website, www.volunteer2012.com, as soon as it became a candidate city. Alternatively, volunteers for smaller events may not be needed until the actual event begins, and therefore recruitment can be left until much later.
- *How should you go about recruiting volunteers?* Organisers will need to decide how to find and attract volunteers as well as the process volunteers will go through to be considered, such as application and background check. Volunteers can be recruited in the traditional way using CVs, application letters and interviews.
- *What kind of legal agreement should you establish with volunteers?* You might like to draw up letters of agreement that are signed by volunteers. You will certainly need to provide volunteers with details of employment that outline expected duties, expected behaviour and technical details like insurance arrangements.

Training Human Resources

It is rare for organisers to have human resources with all the skills needed for organising a sport competition, so training will need to fill the gaps. Organisers should take into account the availability of individuals, especially volunteers, and any associated expenses when planning training activities.

For large events, organisers often create a training package, which could include, for example, a general event module, a mission module and a site or team module. This system allows everyone involved to learn the values and symbols associated with the event, to know and understand resource allocation goals, to learn how they as individuals fit within the team or site, and to understand the operational details of the mission. Each module may involve a day or half-day of training activities.



Volunteers are an integral part of most sport events and require recruitment, training and motivation.

Motivating Human Resources

Once human resources have been recruited for an event, it is important that they are motivated in an appropriate manner. Event managers need to ensure that they have allocated people with the right skills to each task and that everyone knows what has to be done. Once this is in place, it then becomes important to motivate people to perform to the best of their ability.

Factors in Motivation

Motivation first relies on every person's involvement in the event, which is a product of both the drawing power of the event and a sense of belonging to a team. It also depends on the understanding and consideration given to each person. Organisers can be demanding and ask a lot of the people involved, but in return they must be interested in what participants are doing and encourage and thank them regularly. Motivation is also a product of leadership style. A clear hierarchical structure can work with either a participative management style, such as a delegation style, which works well when competent and experienced managers are involved, or with a more controlled style, which works well for people with little autonomy or experience.

It is necessary for the general management and functional managers to continue motivating the team. Managers must keep the central objective in mind whilst also adapting to new challenges, modifying individual responsibilities, avoiding fatigue and apathy, and managing pressures. It is important to know what people's expectations are, especially volunteers, because a simple interest in the event will not be enough. For example, organisers could ascertain the motivation of each participant through a questionnaire or during the recruitment process, as shown in the illustration at the end of this section.

Motivating volunteers is particularly important because they are not reliant on the organisation for their income. Therefore, should they become demotivated, they can simply walk away from the event. This could clearly cause problems if the event is heavily reliant on volunteer support. Fortunately, however, volunteers are often motivated by straightforward factors, such as a uniform, a pin badge, free meals, access to the competition and the possibility of meeting elite athletes. These factors should not be beyond even the smallest event. However, if you are staging a large event, table 6.2 shows the key factors for success in a volunteer programme for large events.

Table 6.2 Successful Volunteer Management

Factors for success	Objectives	Approach	Tools
Rely on past experience.	Reveal the key factors for success.	Make a list of good practices. Fix past mistakes.	Relationships amongst organisers Interviews
Ensure that each site is organised in the same way.	Facilitate understanding for all involved.	Start with a clear and efficient organisational system. Use the same level of quality and the same values.	Model organisation chart Instruction guide
Accurately evaluate human resources requirements.	Plan ahead in the best conditions.	Use past experience. Plan during the operational phase.	Functions broken down by position Job descriptions
Use communication that is targeted and controlled.	Avoid not being able to fulfil requirements.	Use position profiles. Open communication to sport arenas. Integrate a long-term strategy, such as to create new vocations for sport leaders.	OSO magazine Websites Media Government Companies
Use rigorous selection and appointment process.	Avoid preferential treatment.	Process should be based on the right profile for the position, availability and motivation.	Application file Selection and appointment interview
Provide training that is customised and mandatory.	Prepare all individuals for their mission.	Explain global vision and culture of the event. New recruits are effective right away. Focus on quality of service and team spirit.	General module Mission module Site module

Factors for success	Objectives	Approach	Tools
Provide appropriate, quality management.	Mobilise human resources.	Train the management team to customise its management style. Provide motivation via participation in an exceptional project. Management is based on involvement and human qualities.	Managing volunteers module (brief, debrief, encourage and thank them, and hold them responsible) Remind people of the overall project, symbols and values
Use good internal communication.	Encourage cohesion.	Picture communication as ascending, descending and lateral.	Letters Website Standard forms Meetings
Establish a dress code that is consistent and attractive.	Reinforce a feeling of belonging and recognition.	Pay close attention to the dress code, which conveys the organisation's image.	Rules to be respected for the dress code are functional, recognisable (can be worn after the event) and uniform (the same for everyone)
Provide recognition, motivation and comfort.	Ensure that volunteers feel acknowledged.	Take care of accommodation, catering and transport. Organise celebrations.	Services provided by partners Allow volunteers to attend some portion of the event Participation in the closing evening

Relationships Between Volunteers and Salaried Employees

The relationship between volunteers and salaried personnel inevitably affects how sport events operate. Tension can form between the two groups, and organisers who ignore this may see conflicts arise just when the success of the operation most relies on team cohesion. Managers must strive to unify individuals and create a team spirit founded on a common goal. A successful event is the unifying factor that should serve as a point of reference for all members of the team. Organisers must use everything at their disposal to achieve this goal. This means emphasising the complementary nature of individual roles as well as mutual respect. The slogan "Turn volunteers into professionals and professionals into volunteers" is a good example of the path to follow. In certain high-performance events, such as national championships, the status of individuals falls by the wayside compared with the importance of dividing up roles and responsibilities. Each person has a role to fill, and standards do not differentiate between volunteers and professionals.

Internal Communication

Regular, precise and appealing communication that conveys the image and values associated with the event will help mobilise resources. Internal communication also plays an important role in integrating volunteers and salaried workers through group activities, be they of a training, informative or celebratory nature. When the event takes place over several days, an internal magazine can be used to inform, honour or thank team members. For large events, information is often communicated through a regularly updated website, the advantage being that it is always accessible. Intranet systems can also help organisers customise information and communication, even with volunteers.

If communication is important before the event, it becomes crucial during the event. The goal is to be able to reach everyone involved in organising the event as quickly as possible. Large organisations define communication channels in advance using formalised procedures outlined in precise documents. Depending on the budget available, organisers can use modern or more traditional methods of internal communication. In addition, organisers should hold meetings at the beginning and end of each day or each competition in order to conduct the necessary briefing and debriefing.

Evaluation and Follow-Up

Event organisers must ensure that they have recruited the appropriate people. This means that they need to evaluate the procedures they have followed in relation to the people they have chosen. This evaluation will highlight where people are doing a great job and where they need additional training. It will also identify areas where there is either too much or not enough work to do. Evaluation and follow-up are important so that organisers make the best of their human resources.

Continual Follow-Up

The larger and more complex the project, the more important it becomes that evaluation and follow-up be organised and scheduled. Indeed, although organisers must remain focused on the objective by adhering to the organising plan and schedule, they also must factor in the unexpected and analyse how the project is going. As far as managing human resources goes, organisers can use traditional elements, such as appraisals and discussion groups, but it is important also to identify any dissatisfaction caused by inappropriate resource allocation. Finally, it is necessary to motivate the people involved by seeking them out and having them participate in group events. Follow-up requires formal events scheduled in advance, as well as a focus on daily activities.

Final Evaluation

The postevent phase is important and may be difficult to accomplish if it is not planned from the beginning. Indeed, people's motivation drops significantly once the event is over. Thoughts are elsewhere and people go back to their daily lives or become involved in new projects. Of course there will be less activity surrounding the project once the event is over, but it is essential that organisers maintain a small team for a few days following small events and for several months following large ones. This will allow the activities outlined in the following list to be completed. It might be a good idea to include new people on this team who did not participate in the previous phases of the project and whose energy and objectivity are at their peak.

This period has several objectives:

- To thank all of the event's stakeholders and individually thank each participant, by post for example. This is especially important for maintaining the motivation of volunteers who you may want to be involved in future projects.
- To gauge the satisfaction of the people involved in organising the event by using a questionnaire or carrying out interviews with key people.
- To help redeploy the project's salaried employees to enable them to find new jobs.
- To capitalise on experience, data and know-how in order to create a foundation for organising future events that is well established and relevant. This requires collecting, processing, classifying, analysing, expanding and organising the data to be kept.
- To finalise contracts with salaried employees, service providers and other entities before they lead to disputes.
- To manage the financial and accounting issues related to human resources.

People are an essential factor in organising a successful sport event. Human resources should be managed just as the project as a whole should be managed, by keeping limitations in mind, such as event regulations, budget and space restrictions. However, room should also be left for the independence and initiative that are so vital to the success of the event.

KEY RECOMMENDATIONS

- ▶ Identify the human resources requirements of the event.
- ▶ Break the requirements into paid staff, contract workers and volunteers and recruit the required number of each.
- ▶ Ensure that you allocate the right people to the right tasks.
- ▶ Motivate volunteers by understanding why they have volunteered for the event.
- ▶ Manage your human resources in a fair and equitable manner.

The following illustration shows how a large volunteer workforce can be mobilised in order to stage a successful event.

Illustration 6.4

Management of Volunteers at the Winter Universiade Innsbruck/Seefeld 2005

The Universiades, multisport world games for university students, were created in 1959. In 2005, Innsbruck, Austria, hosted this event, which saw more than 1,500 athletes from 50 countries participate.

Organisation

The human resources team comprised seven paid staff who were recruited 2.5 years before the 2005 event. Between 13 and 20 more people were recruited from 18 months to 6 months before opening day. Not included in this count are the personnel of companies that provided services since they were not part of the human resources gathered by the Organising Committee.

The Design and Management Committee (management and coordination function) identified 95 functions and subfunctions that needed to be planned, organised, budgeted and staffed for the event to occur successfully. The first estimate of volunteers needed to cover the event was 1,000 people; however, a more detailed day-by-day estimate, shown in figure 6.13, revealed a need for 770 people per day on the busiest days. A safety margin of approximately 10% to allow for time off, absences and illness was employed, which led to the recruitment of 850 volunteers.

Note that the number of volunteers required did not stay the same throughout the organisation of the event. The majority of volunteers were required once precompetition activities started, with a drop-off in numbers as the event closed. This is usual for events and highlights why volunteers are so important. It would be impossible to recruit paid staff to work for the length of the event and then leave the organisation. Furthermore, the employment legislation of many countries would make this impossible.

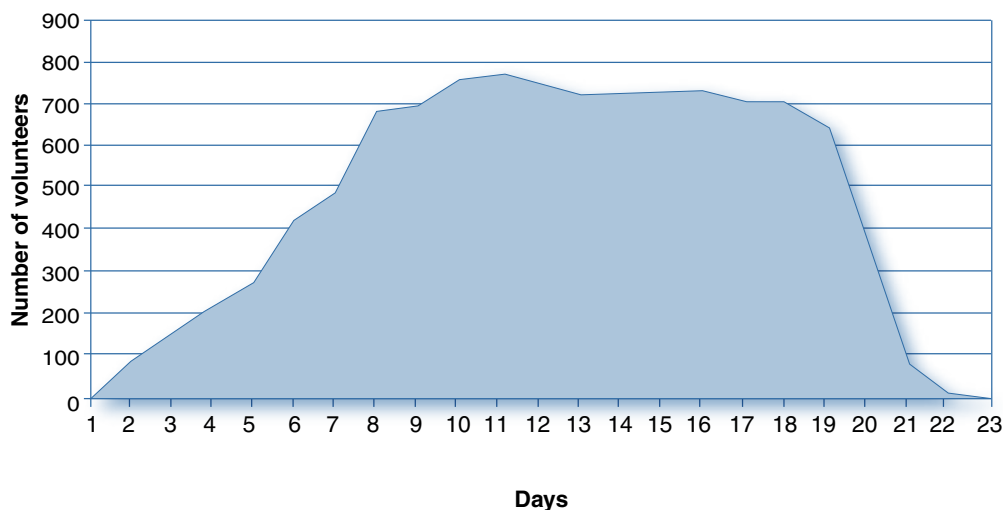


Figure 6.13 Volunteers required for the event.

(continued)

Illustration 6.4 (continued)

Scheduling the Event's Volunteers

In order to ensure that organisers did not under- or overrecruit, the Organising Committee analysed the schedule of volunteer resources. Table 6.3 presents the tasks that were entrusted to volunteers, the responsibilities the tasks represented and the allocation of human resources to each task over the course of the event.

Table 6.3 Schedule of Volunteers

Job type	Specification	Maximum number of volunteers required per day	Team leaders required	Persons/day total
Worker	Timing and results	22	2	264
	Video and sound	5	1	720
	Temporary infrastructure	40	4	331
	Advertising	15	2	240
	Opening ceremony	15	2	75
	Side events	–		–
Access control	Accreditation	9	1	154
	Access control	70	6	1,130
Administration	Team	134	47	3,350
	FISU	53		1,219
	Pool	5	4	125
	FISU hotel	–		–
Catering	General catering	–		–
	VIP catering	–		–
Driver	Pool driver	20	2	340
	Transport coordination	5	1	95
Information	Accommodation	15	1	279
	Schools	14	1	116
	Hospitality	20	1	180
	Info service	21	2	315
IT support	IT	20	1	340

Table 6.3 (continued)

Job type	Specification	Maximum number of volunteers required per day	Team leaders required	Persons/day total
Medical	Doping control	10	1	110
	General medical care	3	1	42
Media	Print and Internet	26	1	338
	Media operations	18	2	234
	Press operations	9	1	135
Sports	Alpine skiing	40	1	560
	Cross-country skiing	15	1	210
	Figure skating	12	1	72
	Ice hockey	18	1	216
	Nordic combined	–		–
	Snowboarding/skier-X	30	1	282
	Skeleton	–	1	–
	Ski jumping	15	1	20
	Speed skating	8	1	270
	Short track	5	1	80
Head office	Inventory management	5	1	135
	Finance	4		64
	Medal ceremonies	10	2	110
	Head office	28	1	532
Total			97	12,683

(continued)

Illustration 6.4 (continued)

There are a number of points to note about this schedule. First, the training of volunteers was included in the schedule. This ensured that all volunteers received the required training. The schedule also included jobs that did not require volunteer support, perhaps because these jobs were carried out by contracted organisations or because paid personnel performed the tasks. It is important to identify all event tasks in order to make sure that no job is forgotten, even if not all tasks will be performed by volunteers. Finally, the table shows the number of volunteers needed at the start of the event. Although in this case the number is the same as the maximum number needed, it is useful to know how many volunteers are required overall before the event commences.

Recruiting and Mobilising Volunteers

The organisers of the 2005 Universiade decided to target the Innsbruck student population in their effort to recruit volunteers. In order to do this, they carried out a questionnaire aimed at the student population, from which it appeared that 55% of those surveyed were interested in participating in the event. Their primary motives for getting involved in the event were as follows:

- To have contact and involvement with people from different countries and cultures (social motive)
- To have the opportunity to make contacts and get experience that would be useful to a future career (professional motive)
- To be part of the organising team for the event (organisational motive)
- To feel useful in helping others and the organisation (altruistic motive)
- To test their worth, strengths, weaknesses and limits (challenge and self-diagnosis motive)
- To be rewarded and recognised for participation (remuneration motive)

A programme of action for getting the community of volunteers motivated before and during the event was established. Table 6.4 gives examples of the social activities that were developed for the volunteers during the event.



This illustration shows how volunteers can be targeted, motivated and used effectively to stage a large event. It is worth noting that the event organisers identified why students might become volunteers before beginning to recruit. This allowed the organisers to put together a programme of activities that ensured that volunteers' motives were met. The organisers also had a clear idea of how many volunteers were required and carefully scheduled those requirements against the tasks required to stage the event. This systematic planning of the voluntary human resources meant that there was less risk of over- or underrecruitment, which resulted in a more effective use of human resources.

Table 6.4 Social Activities for Volunteers

Daily	Volunteer lounge	Getting together, relaxing, warming up
		Music, DJs
	Feedback	Volunteer pin board Daily feedback from team leader
	Volunteer radio and CommUNITY 2005	Volunteer of the day, funny stories, impressions, what's going on
Party	Election of Miss and Mr CommUNITY 2005	Presenting candidates on the pin boards and the official website
	CommUNITY 2005 Games-time clubbing	Party for the CommUNITY 2005: speeches by important personalities, presentation of Miss and Mr CommUNITY 2005

Source: Schnitzer 2004.

SECTION 6.5

ORGANISING AMENITIES, SITES AND SPACES

Organising a sport competition requires a large quantity of materials, facilities and amenities, some of which are sport related and others not. The first point of identifying these needs occurs at the event design phase and involves defining requirements, or taking a systematic inventory of the facilities and amenities needed to organise a successful competition. To do this, organisers refer to

- the sports and technical regulations of the relevant federations,
- the regulations specific to the contest being organised, and
- local legislation and regulations concerning the security of public venues in the country in which the competition takes place.

At the same time, organisers take a preliminary inventory of the resources available. This preliminary review is one of the steps in deciding whether to bid for the event.

However, sport events are part of the greater society, and other people are involved in addition to athletes. As the number of people involved increases, sport competitions can go from being local events to global events, like the Olympic Games. In order to ensure a successful sport event, organisers must therefore consider much more than just the facilities and amenities that are specific to the event. Organisers should focus on what are known as the three circles of a sport event (figure 6.14) when considering the amenities, sites and spaces they need for an event.

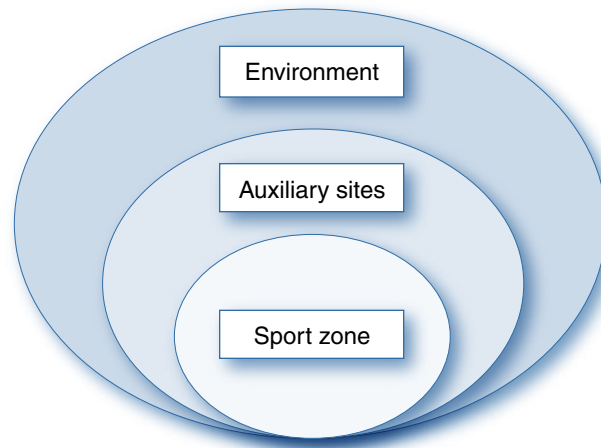


Figure 6.14 The three circles of a sport event.

In this section the focus will be on amenities and facilities rather than on consumable materials. The section begins with a consideration of the areas of the sport zone, which is the heart of any sport event. It will look at what is required as auxiliary sites and then assess the impact of events on the environment. It concludes with an illustration of planning the facilities, sites and spaces for the 2007 Pan American Games.

Sport Zone

The first circle is the heart of any sport event. This is the sport zone, the area prepared for the competition. Event organisers should have full and complete authority within the sport zone; however, in order to mobilise this zone, organisers must pay attention to the contractual arrangements governing the loan or rental of the premises. These arrangements specifically define the area to be used, any improvements made by the owner of the facilities, the dates, the length of time and the cost of use. The sport zone can be further subdivided in specific areas.

Competition Grounds and Areas

These areas represent a central zone that can only be accessed by competitors, judges and officials. The guidelines for these areas, such as dimensions, signage, access and any specific improvements, will be defined in the regulations of the NFs and IFs that govern the relevant disciplines. The details and requirement to stick to these guidelines will depend on the level of the sport competition and its audience.

Public Facilities

The sport zone also includes areas for spectators. Organisers of sport events find that taking the public into account is difficult. They must strike a balance between having a large-capacity stadium that will guarantee the commercial success of the event, and dealing with limitations imposed by security, marketing needs and the intended legacy of the stadium. These limitations arise from the regulations imposed by the event owner and by the stadium owner, who is also expected to respect the rules of public order that guarantee the hygiene and security of public establishments.



Photo courtesy of VANOC.

In addition to following local building regulations, facilities must adhere to the guidelines of NFs and IFs. Shown here are workers constructing the sliding track for the Vancouver 2010 Olympic Winter Games.

Service Facilities and Amenities

Sport zone facilities should include spaces that have been specifically equipped for the following:

- Personal hospitality, such as locker rooms, bathrooms, warm-up rooms or spaces, treatment rooms and infirmaries.
- Security, such as clearly marked public access, restricted access for competitors and referees, first aid posts and evacuation routes.
- Promotion and commercialisation of the event, such as a press and media room, spaces reserved for sponsors and announcers, shops and eating spaces. Public hospitality facilities vary according to the nature of the sport event. Stands are usually fixed, but they can also be movable, removable or temporary.

Holding Competitions in Nondedicated Spaces

Many sport events are held in locations that are not permanently dedicated to the sport. In this case, defining the sport zone proves to be more difficult, particularly when sport events take place on public roads, such as cycling, driving and foot road races. These events are subject to specific rules requiring the advanced approval of public authorities. The perimeter of the sport zone can be represented physically with barriers or ribbons, or symbolically with signs, signals or the presence of marshals. In addition, temporary facilities may also be required, such as staging, which will help to define the sport zone. Routes or circuits on public roads require specific security measures and access restrictions. These issues are generally covered by the regulations of the appropriate sport federations, which are available to the organisers.

Auxiliary Sites for a Sport Event

In addition to the sport zone, an event will require auxiliary sites. Auxiliary sites are mostly dedicated to welcoming and housing participants and are included in the second circle of the event. The importance given to these sites depends on several factors:

- Length of the sport event, which will help define the accommodation limitations
- Number of people participating in the competition
- Size and demographics of the audience
- Expectations of the people supporting the event, as outlined in the regulations
- Organiser's commitment to the quality of the hospitality.

There are, however, certain auxiliary areas that are common to most events.

Event Headquarters and Administration Site

These are amenities that the organisation will use throughout the event. Mostly used for administration, they can include offices, meeting rooms and storage spaces. The size of this area will depend on the different phases in the organisation of the event, which may be problematic since the implementation phase requires many more people than the design phase.

Reception Sites for Sport Delegations

This is the starting point for welcoming competitors and their delegations. These sites may be the same as the accommodation sites, with access being granted only to delegations. However, for major events, reception sites are usually at airports and railway stations. Organisers usually know in advance the locations, arrival dates and times and number of sportspeople and delegation officials, thanks to advanced registration to the competition. Welcoming delegations is often a good task for volunteers. The delegations' transfer to the accreditation and accommodation sites will also need to be organised.

Accreditation Sites

The accreditation site for delegation members is often a sensitive area in the reception process as levels of accreditation dictate the access that delegates have to areas such as the sport zone and VIP hospitality. Accreditation means that different categories of participants, such as competitors, trainers, medical personnel, delegation officials and members of the international sport authorities, will have different rights to different areas, and often delegates will want greater access than their accreditation level allows. During accreditation, delegations are often also asked to pay any remaining expenses for accommodation and catering.

Although organisers try to obtain information in advance, the accreditation time is often an opportunity for delegation members to express particular requests. This is the first official contact between the delegations. The organising committee hands out various official passes that may include photographs of the cardholders. A dedicated and appropriately equipped site is needed for this process.

Accommodation Sites

Accommodation sites are often hotels and if so, are managed by hotel personnel. The organising committee simply makes use of these sites. Depending on the length, size and audience of the event, mobilising hotel capacity can be extremely important. The organiser is expected to ensure enough capacity and must reserve in advance the hotels and rooms to lodge and feed participants, particularly the following:

- Sport delegations made up of sportspeople, training personnel and officials
- Members from the body of judges and referees for the competitions
- Members of the sport family, such as members of the relevant international sport authorities and other guests
- Accredited journalists and technicians from the media
- Organisation members and salaried and volunteer personnel

As far as welcoming the public goes, the organiser can recommend certain hotels and tour operators. This can lead to economic partnerships between these businesses and the organising committee.

Other Sites Hosting Various Activities

The organisation may secure various other sites for

- cultural activities;
- meetings, such as conferences and assemblies of international sport authorities usually held during major competitions;
- auxiliary sport areas or training facilities; and
- amenities for the media or for sponsors to take advantage of the event, such as a village for sponsors and partners.

Athlete Village

The concept of the athlete village has been developed and successfully implemented during a number of Olympic Games. When a sport event brings delegations together for a long time, such as one or two weeks, it is usual to have the sportspeople live together in one location. The primary objective is to encourage the values of fraternity, universality and friendship that sport represents. Having people stay in one village also has other advantages. Creating a well-defined and protected zone assists in security and rule enforcement, as well as transport efficiency. The village also allows various services to be offered as a package, such as personal care, medical care, leisure activities and shops.

Links Between Sites

For events like the Olympic Games or world championships, links are required between multiple sites. In order to overcome the logistical problems that this creates, event organisers are starting to become innovative in their design of the sport zone and the auxiliary spaces. Many event organisers have grouped different sites into clusters in order to limit moving the public around. For example, aquatics venues and accommodation for swimmers and spectators may be in one geographical location. In many cases, this requires building spaces that will remain after the event (event legacy) and therefore subsequently have to be used for future sport events or by the host community.

The second idea involves optimising the links between the different sites through high-performance transport networks. Mass transit networks can be used, and organisers may also mobilise fleets of vehicles for moving sportspeople and officials around. In some instances, dedicated traffic lanes may be created, such as the Olympic lane that will be part of London 2012. The quality and performance of the transport services are an important consideration in applications to host major sport events.

Environment of a Sport Event

The third circle of a sport event is the environment in which the various sites are located. Organisers must keep this in mind during every step of the project because a sport event is likely to disturb the environment in which it takes place. From the design phase, the project must be defined so as to quell any concerns or suspicions about problems the event might cause and to gain the support of all those who are affected.

Protecting the Environment of a Sport Event

The potential challenges that the competition can cause to its environment and the steps taken to deal with these challenges throughout the phases of the event should be recorded. An influx of people into a single location can cause various problems, such as noise, increased traffic, chemical pollution, water shortages and increased waste. An analysis of bids for major sport events shows the importance that protecting the environment is given today. The candidates to organise the Olympic Games are required to include auxiliary programmes for public awareness, prevention and protection of the environment.

Sustainable Development in Organising Sport Events

The concept of sustainable development was adapted for sport events by the IOC and developed by certain national committees. It involves ensuring the development of sport and sport organisations whilst respecting the interests of future generations, with a concern for an economic and reasonable utilisation of resources. Intrinsic to this concept is the idea of legacy, which is what the event will leave behind once it has been completed. Host candidates must highlight the benefits that organising a certain sport event will have for local populations, such as improving housing, creating facilities that are new and useful to society and improving mass communication and transport resources.

Dismantling or Reconverting Sites and Amenities

Amenities are dismantled during the dissolution phase of the event, but dismantling should be planned for from the design phase. This process involves restoring all event facilities, sites and spaces to a usable state. Organisers should consider how local populations will use the facilities and sites built for the occasion. Presented here are a few of the questions organisers should ask to ascertain the ecological, economic and social effects a sport event may have:

- Will the event have a negative or a positive, temporary or lasting effect on environmental quality?
- Will the developments be converted for use by the local population? If so, have the transfer of responsibility and the operational expenses been accounted for?
- Does the project require a new road infrastructure?
- Has the event's impact on drainage, water treatment and waste collection and treatment been taken into account?
- Will the event improve local accommodation?
- Will the event reinforce the identity and image of the host territory?

By focusing on the three circles of a sport event, organisers can take a complete account of the amenities, sites and spaces required by an event. Of key importance is the need to consider environmental issues in the design and development of an event. Unfortunately, this circle of an event is often neglected, particularly when organising small events. Organisers must be aware of the impact of the event on the local environment, even when no significant changes are made to it, such as the building of new facilities or transport links.

KEY RECOMMENDATIONS

- ▶ Be clear about the technical requirements of the sport zone.
- ▶ Try to avoid the need for the mass movement of athletes and spectators.
- ▶ Ensure that the environment is not negatively affected by the event.
- ▶ Plan for the event's legacy during the design phase.
- ▶ Make sure that the legacy is beneficial to the local community.

The following illustration shows how the facilities, sites and spaces for the 2007 Pan American Games were planned, as well as how the legacy of the event was taken into account.

Illustration 6.5***Facilities, Sites and Spaces for the
Rio de Janeiro 2007 Pan American Games***

The Pan American Games are organised every 4 years, in the year preceding the Olympics. Rio de Janeiro is the site of the 2007 Games, with 5,500 athletes, 2,000 team officials, 42 countries and 34 sports. And for the first time in 2007, the Para Pan American Games occur immediately after the Pan American Games. A total of 1,300 athletes and 700 members of delegations are expected to participate in 10 different sports in the Para Pan American Games. The same sites and installations for sport and housing are used for both the Pan American Games and the Para Pan American Games, thus guaranteeing the highest level of quality for the Games as well as economising on space and cost. The apartments of the Village are adapted to meet the needs of athletes with disabilities.

Environment

The mayor of Rio de Janeiro, César Maia, and the president of the Brazilian Olympic Committee, Carlos Arthur Nuzman, specified that the events be concentrated at the Barra da Tijuca district. This is due to its flat topography, with areas that are easily adaptable for the Games and accessible by a good network of roads. This area was less developed than the centre of the city and was therefore in a position to benefit significantly from the amenities, sites and spaces required by the Pan American Games.

One of the advantages of the Barra da Tijuca district is its ability to concentrate about 60% of the competition sites and the Pan American Village within the same 10-kilometre circle, thus easing traffic problems and reducing transportation requirements. The organisation of the 2007 Games was viewed as an opportunity for the host city to develop new facilities and respond to future needs in this area.

Figure 6.15 presents the site plan and shows how the various sites for housing and competitions are grouped in four clusters, two of which are described here. The central and most important cluster in Barra da Tijuca includes the three housing sites. The competition sites are grouped around the four main clusters; the public can easily move from one to another. These groupings were planned in this way to facilitate communication and promote a festive mood typical of a great international sport event.

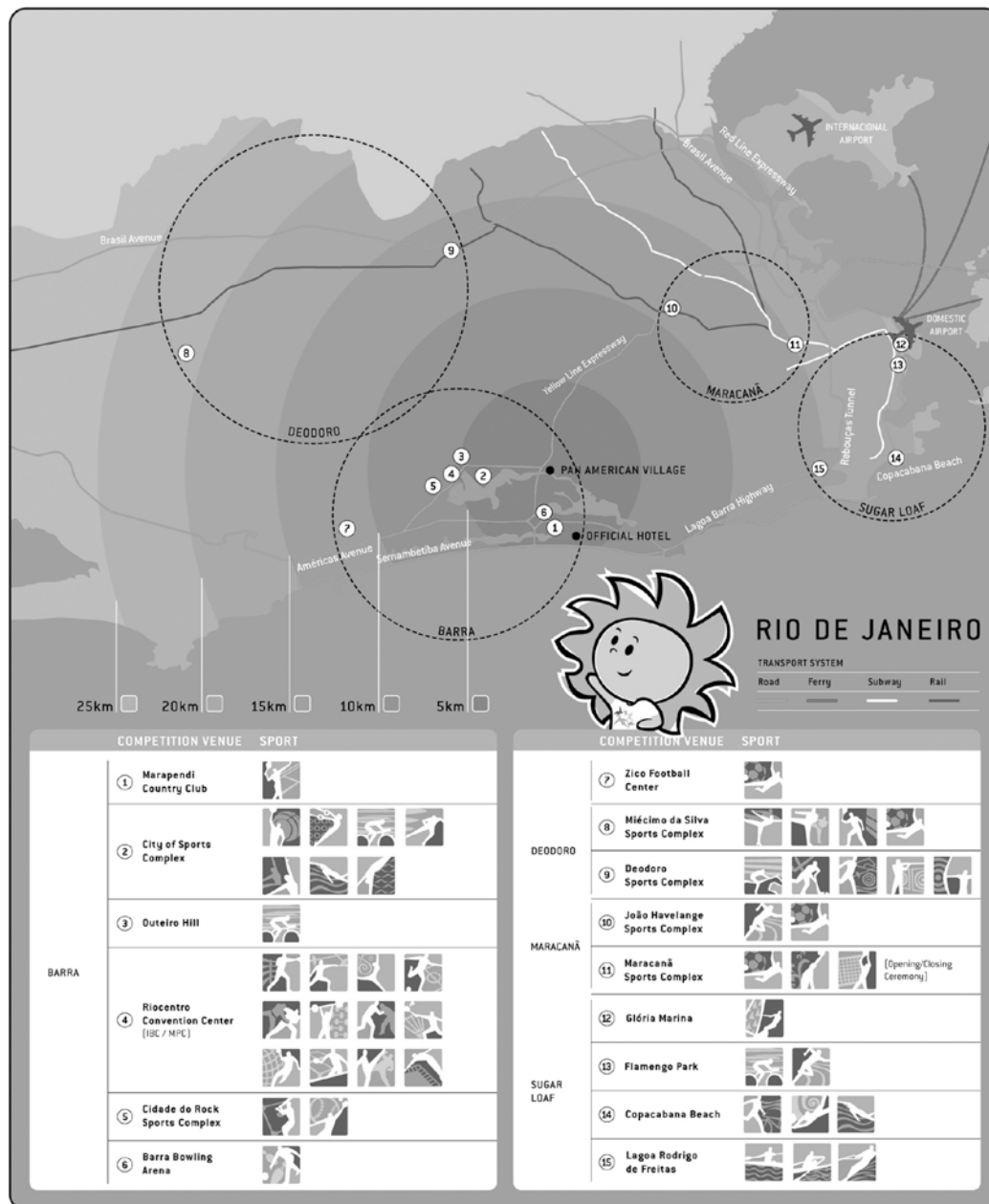


Figure 6.15 Rio 2007 Pan American Games site plan.

(continued)

Illustration 6.5 (continued)

Auxiliary Sites

The Pan American Village is located on a site 420,000 metres square in Barra da Tijuca. Inside the Village, the major routes are walkable, but an internal transport system facilitates movement around the Village. The Village is encircled by green space to ensure pleasant and quiet surroundings for the athletes. The project was developed to meet the directives of the IOC concerning Olympic villages, and it was planned with a maximum of comfort and security. A permanent facility was projected to have medical services available 24 hours a day. The units were designed with one to four rooms, and beds took athletes' size into account. The restaurant has the capacity to serve 4,000 people at a sitting, and athletes can enjoy many leisure and relaxation activities made available to them. The official hotel is the residence for the officials of the sport and their guests.

The Riocentro Convention Centre houses the Main Press Centre (MPC) and the International Broadcasting Centre (IBC). They occupy approximately 15,000 square metres of the PoloRio Cine & Vídeo, a facility built during the 1980s. The Riocentro Convention Centre is also a venue for sport events. Located 7 kilometres from the centre of Rio, the Riocentro Convention Centre has a large car park for cars and television trucks, making movement to and from the centre relatively simple.

Sport Zone

The second cluster, Maracanã, mainly consists of two sport complexes. The first, the Maracanã Sports Complex, was an existing facility managed by the state authority, which contains three of the main sport venues. The Maracanã Stadium is the venue for the opening and closing ceremonies as well as the football finals. The Maracanãzinho Arena accommodates the volleyball competition, and the Júlio Delamare Aquatic Centre accommodates the water polo competition.

The second complex, the João Havelange Sports Complex, was built for the 2007 Games. It includes the João Havelange Stadium, the site of athletics competition. This complex is situated 13 kilometres from the Pan American Village; however, La Linha Amarela, an expressway, allows easy and quick access to Barra da Tijuca.



The amenities, sites and spaces required by the 2007 Pan American Games came from a mix of existing facilities and newly built facilities. The choice of Barra da Tijuca as the main base for the Games is excellent because it offers the space to build new facilities designed to provide a positive legacy and also benefit the local community through the construction of new transport links. The organisers made good use of existing sites, such as the Media and Communication Centre, which was based in an existing media facility with adequate parking. New facilities, such as the João Havelange Sports Complex, were planned and built with a postevent purpose in mind.

The main legacy of the Games, however, will be the Pan American Village. The houses and apartments in the Village were sold to local buyers before the Games began and thus the housing available in Barra da Tijuca is expected to increase significantly in quantity and quality. In addition, there is an additional social benefit in that those interested in purchasing accommodation were offered low-interest mortgages. It is hoped that such mortgages will allow many people who could not otherwise afford housing to benefit from the legacy of the 2007 Pan American Games. This illustration shows how a major event can make a fundamental difference to its host environment by leaving a positive legacy.

The following case study applies many of the points covered in this chapter to the organisation of a regional event: the Mediterranean Games. Although your organisation may be concerned with much smaller events, the case study will highlight how the concepts covered in this chapter can be put into practice.

CASE STUDY 6

Organising the Mediterranean Games: Almería 2005

The Mediterranean Games are competitions involving the athletes of the NOCs of the Mediterranean Basin. The Mediterranean Games take place every 4 years, during the post-Summer Olympic year, and the XV Mediterranean Games took place in Spain, in Almería, Andalusia, in 2005.



Photo courtesy of COJMA 2005.

The opening ceremony of the 2005 Mediterranean Games.

(continued)

CASE STUDY 6 (continued)

► Deciding Whether to Organise the Event

The bid process began in 1990, when the city of Almería considered bidding for the 2005 Mediterranean Games. At the local level, the main objective to be achieved by holding the Games was to improve the future of the city. The event was perceived to transcend sport and to become the catalyst for the transformation of an entire region.

In 1995, an independent study introduced the Sports Infrastructure Strategic Scheme, which highlighted Almería's qualifications and ability to organise the Mediterranean Games. The scheme outlined the benefits and risks associated with holding the event and allowed the city to decide to proceed with developing the event. Almería's bid was presented at the International Committee for the Mediterranean Games (ICMG) Assembly in Bari, Italy. Officially designated by the Comité Olímpico Español (COE, Spanish Olympic Committee) with the support of the Senate, Parliament, government of Andalusia and Secretary of State for Sport, Almería was declared by the ICMG as the venue for the XV Mediterranean Games on 28 April 1999.

► Legal and Functional Structures

The ICMG is the body responsible for coordinating each set of Games and for choosing the host city for the next Games. The guiding body is the Executive Committee, which represents 12 countries. The ICMG meets periodically in the city that is organising the next Games. The Mediterranean Games are the exclusive property of the ICMG, which holds all rights related to any organisation, exploitation, broadcasting and reproduction associated with the Games.

The project began with a contract between the ICMG and the host city. This contract defined the organiser's conditions and limitations and its associated rights and powers. The city of Almería and the COE then created a separate legal structure called the Comité Organizador de los Juegos Mediterráneos Almería 2005 (COJMA, Organising Committee of the Mediterranean Games Almería 2005). These three organisations were jointly responsible for all agreements contracted by one or all of them that concerned the organisation or course of the Games, including financial agreements.

Legal Framework

As outlined in figure 6.16, the basic structure of the Mediterranean Games consisted of three committees: the Organising, Standing and Technical Committees. The decision-making structure of the COJMA reflected that of most major events. The Organising Committee brought together all parties involved in the organisation of the Games and defined the relevant COJMA objectives. An elected official from the host city presided over this committee.

The Mediterranean Charter is the authoritative document for the Mediterranean Games and defines the applicable rules and operating principles of the Games. It contains the key elements and concepts for this regional and multisport event: encouraging solidarity amongst people, spreading Olympic ideals, reinforcing friendly ties amongst athletes and promoting sport in the Mediterranean Basin.

Functional Structures

The operational aspects of the Games were delivered by the Technical Committee, which carried out the instructions of the decision-making bodies: the Organising Committee and the Standing Committee. Consideration of figure 6.17 shows that the Technical Committee adopted a functional structure, which included all of the functions discussed in this chapter.

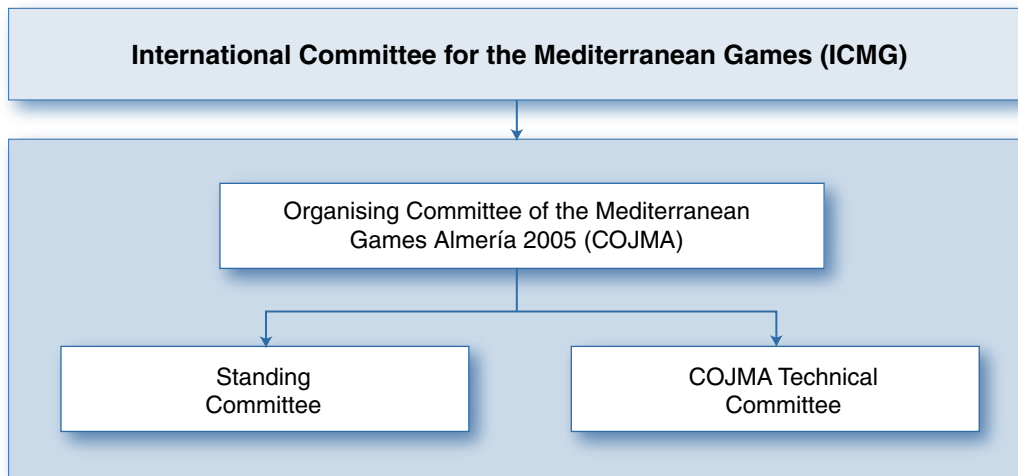


Figure 6.16 Legal and administrative structure.

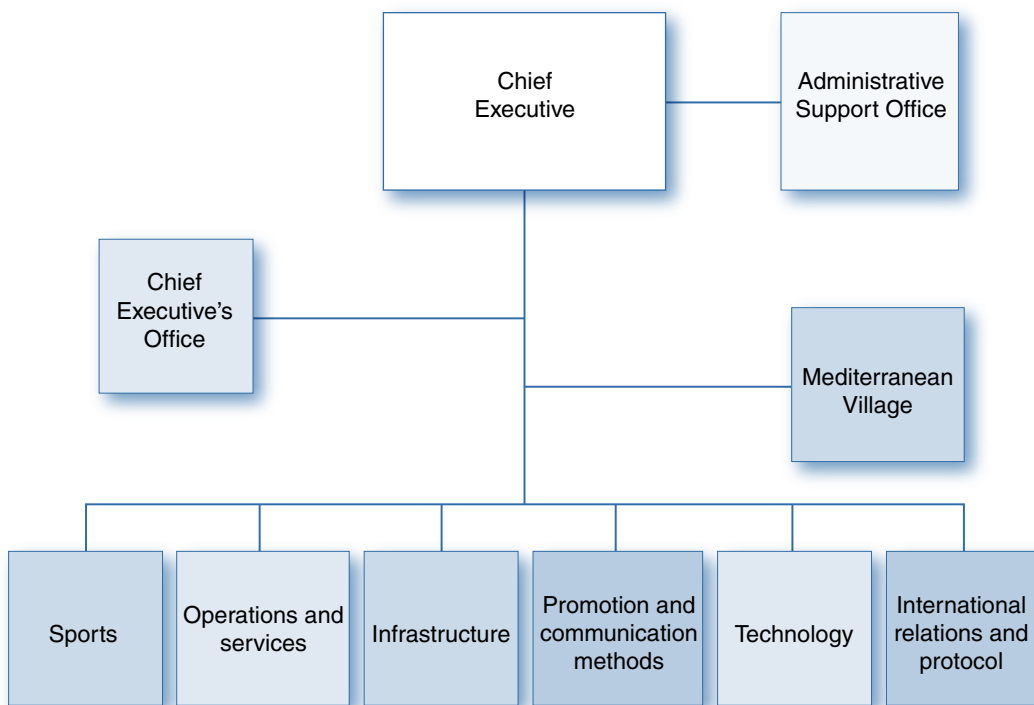


Figure 6.17 Structure of the COJMA 2005 Technical Committee.

(continued)

CASE STUDY 6 (continued)

Managing Areas of Activity Through Subcontracting

Organising an event as large as the Mediterranean Games is a complex task and requires skills and resources not always at the disposal of organisers. The COJMA chose to subcontract the following activities to other specialised groups:

- Management of the results of the Games and accreditations for the event was handled through a contract with the company MSL-Sportec.
- Internal transport for the Games was awarded to the company Enatcar, in association with other transport companies.
- The search for and administration of partners, an important process in maintaining a balanced budget for the Games, was awarded to the multinational company Carat Sport.
- Catering for the event was awarded to the company Sodexho.
- With respect to internal security at the Games, security companies with sworn-in security guards were mobilised.

This subcontracting meant that these functions could be carried out by people with the appropriate expertise and that the COJMA did not have to employ people with this expertise or train staff or volunteers to carry out these functions.

► Organising the Event

The staging of the Mediterranean Games in Almería involved three major organisational and operational phases in addition to the final phase of closing and evaluating the Games and the Organising Committee. Figure 6.18 shows the similarity between the phases traditionally used in organising major events (design, development, implementation and dissolution) and those defined for the Games in Almería. The main difference is that the execution phase included the Games preparation period, not just the Games themselves. This is similar to what occurred in the organisation of the 9th World Athletics Championships and is helpful because it allowed practice events to be held and systems and procedures to be tested before the main event. It also allowed athletes to train at the venues before the event.

Planning Phase (2000-01)

This phase was similar to the design phase and involved formalising the project to an almost-final state. The phase included the following:

- Determining the organisational structure, choosing the technical sport commissions and designing the functional organisation chart
- Determining financial conditions, developing the COJMA 2005 financing conventions, developing facility financing conventions, developing sponsorship and marketing plans, and starting the search for sponsorship

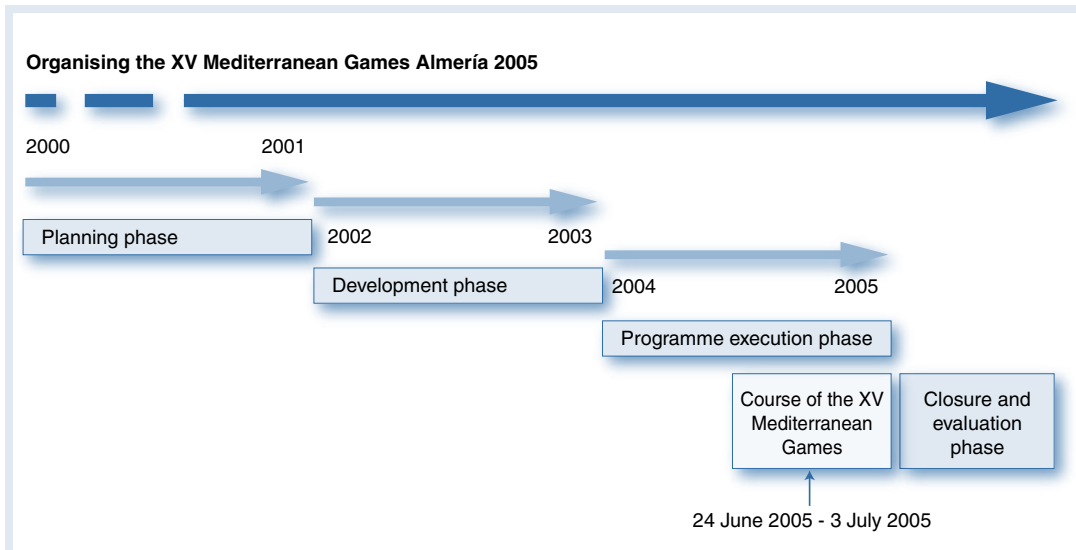


Figure 6.18 Organisation schedule of the Games.

- Promoting the event to all partners, including the administrations of Andalusia and Spain and media and businesses; deciding on the COJMA's graphical identity, creating the website and designing the mascot; and defining and implementing the sport events programme
- Precisely defining the tasks to be accomplished and their deadlines in a document called the "Overall Guiding Plan", which was presented in the form of a Gantt chart
- Mobilising a team around the Project Leader, including nominating members of different committees and recruiting Managers, Assistant Managers, Coordinators and Staff Assistants
- Designing the programme and facilities, developing plans for new facilities and creating the cultural programme

Development Phase (2002-03)

The development phase involved these steps:

- Constructing important infrastructure, including competition facilities, the Mediterranean Village, highways and residential housing
- Signing bid contracts for subcontracting and partnership contracts
- Making progress on the promotional campaign, particularly outside Almería, in Andalusia, and at the domestic and international level
- Making organisational adjustments in response to preliminary evaluations, such as modifying the COJMA Technical Committee, which went from four to seven general management departments as the event developed
- Recruiting volunteers, which was a fundamental element of this phase

(continued)

CASE STUDY 6 (continued)

Programme Execution Phase (2004-05)

This phase combined aspects of the development and implementation phases discussed in the third section. Activities included the following:

- Testing the facilities and preparing volunteer and professional teams before the start of the Games
- Selling tickets
- Continuing to promote the Games in participating countries
- Ensuring the efficient operation of the event during the Games period

The COJMA conducted a series of tests during the programme execution phase that allowed the staff in charge of each sport to gain organisational experience and to evaluate the operation of the facilities as well as the technical resources used to carry out the Games. Following this, the Games involved 10 days of competition. As outlined in figure 6.19, a total of 27 disciplines affiliated with 25 sports were represented in the XV Mediterranean Games.

Closure and Evaluation Phase (2005)

At the end of the Games, as part of the dissolution phase, the COJMA was required to publish an official report in French, English and Arabic on all aspects of the event's organisation, including verified evaluations and accounts. The documents had to be submitted to the ICMG for approval before being released. The COJMA also gave 50 free copies to the ICMG as well as a copy to each of the ICMG's NOC members and the relevant IFs.

► Managing Human Resources

The organisation of the 2005 Mediterranean Games was entrusted to personnel who were represented in the functional organisation chart (figure 6.17) and who fell under the authority of the chief executive (COJMA Director). During the Games, COJMA staff and volunteers were supported by Spanish security forces and personnel from the region, emergency services, and the Red Cross. The human resources plan outlined in the bid relied mostly on the support of volunteers specifically trained for the event; therefore, this part of the case study will focus on activities involving the volunteers.

Volunteer Programme

In Andalusia, there is a law for volunteers that defines their areas of responsibility. According to this legal framework, a volunteer is a person who undertakes a voluntary action. This definition requires that the following conditions be met:

- The activity is of general interest.
- The completion of the activity is the result of a decision that the individual has taken freely.
- The task is carried out in a manner that is responsible and not remunerated.
- The activity takes place within a framework of specific programmes.

Sport	Discipline	Gender	June							July			Facility	Municipality
			24	25	26	27	28	29	30	01	02	03		
Opening Ceremony			24										Mediterranean Stadium	Almería
Aquatics	Swimming	M/W	24	25	26	27	28						Las Almadrabillas Sports Centre	Almería
	Water Polo	M				27	28	29	30	01	02	03		
Archery		M/W					28	29	30				Emilio Campra Youth Stadium	Almería
Athletics		M/W						29	30	01	02		Mediterranean Stadium	Almería
Basketball		M/W	24	25	26	27	28	29	30	01			El Ejido Sports Hall Las Norias Sports Hall	El Ejido
Boules	Lyonnaise Boules Pétanque	M M/W				27	28	29	30				Bullring	Almería
Boxing		M				27	28	29	30	01	02		La Juventud Sports Hall	Almería
Canoe-kayak	Flat water	M/W		25	26								Cuevas del Almanzora Canal	Cuevas del Almanzora
Cycling	Road	M						29			02		Road Race Course Time Trial Course	Almería
Equestrian sports	Endurance	Mixed			26								Almería Equestrian Club	Almería
	Jumping	Mixed						29		01			Almería Equestrian Club	
Fencing		M/W		25	26	27							Máximo Cuervo Sports Hall	Aguadulce (Roquetas de Mar)
Football		M	24	25	26	27	28	29		01		03	El Ejido Stadium Antonio Peroles Stadium Vicar Stadium Juan Rojas Stadium Mediterranean Stadium (final)	El Ejido Roquetas de Mar Vicar Almería Almería
Golf		M/W				27	28	29	30				Mediterranean Village Golf Course	Almería
Gymnastics	Artistic	M/W		25	26	27	28						Mediterranean Sports Palace	Almería
	Rhythmic	W								01	02		Diputación Sports Hall	Almería
Handball		M	24	25	26	27	28	29	30	01	02		Infanta Cristina Sports Hall	Roquetas de Mar
		W	24	25	26	27	28	29	30	01	02		Vicar Sports Hall	Vicar
Judo		M/W				28	29	30	01				Rafael Florido Sports Hall	Almería
Karate		M/W		25	26								Rafael Florido Sports Hall	Almería
Rowing		M/W							30	01	02		Cuevas del Almanzora Canal	Cuevas del Almanzora
Sailing		M/W		25	26	27	28	29	30	01	02		Club de Mar	Almería
Shooting		M/W		25	26	27	28	29					Mediterranean Games Shooting Centre	Gádor
Sports for the disabled	Athletics	M/W						29	30				Mediterranean Stadium	Almería
	Swimming	M/W		25									Las Almadrabillas Sports Centre	
Table tennis		M/W						29	30	01	02	03	Máximo Cuervo Sports Hall	Aguadulce (Roquetas de Mar)
Tennis		M/W						29	30	01	02	03	Almería Tennis Club	Huércal de Almería
Volleyball	Volleyball	M		25	26	27	28	29	30	01	02	03	Diputación Sports Centre	Almería
		W	24	25	26	27	28	29	30	01	02		Los Angeles Sports Hall Méditerranéen Sports Palace (F)	
	Beach Volleyball	M/W	24	25	26								El Palmeral Beach Volleyball Stadium	
Weightlifting		M/W		25	26	27	28	29	30				University Sports Hall	Almería
Wrestling	Greco-Roman	M			26	27							Huércal de Almería Sports Hall	Huércal de
	Freestyle	M/W					28	29	30	01				Almería
Closing Ceremony											03		Mediterranean Stadium	Almería

Final Competition

Figure 6.19 Competition schedule.

(continued)

CASE STUDY 6 (continued)

Recruitment

The recruitment campaign began in 2002 and succeeded in mobilising 6,000 volunteers, which exceeded the COJMA's goal of 4,500 people. David Bisbal, an Almerian singer who is very popular in Spain and South America, was the image of the recruitment initiative, with the slogan "I am the first volunteer. Join us." Five weeks after the recruitment campaign began, 3,000 people had signed up.

Roles Filled by Volunteers

The first volunteers to be mobilised were the expert volunteers. These volunteers already had some kind of experience managing sport events. Figure 6.20 shows the roles filled by volunteers in the Mediterranean Games and the corresponding percentages of volunteers involved.

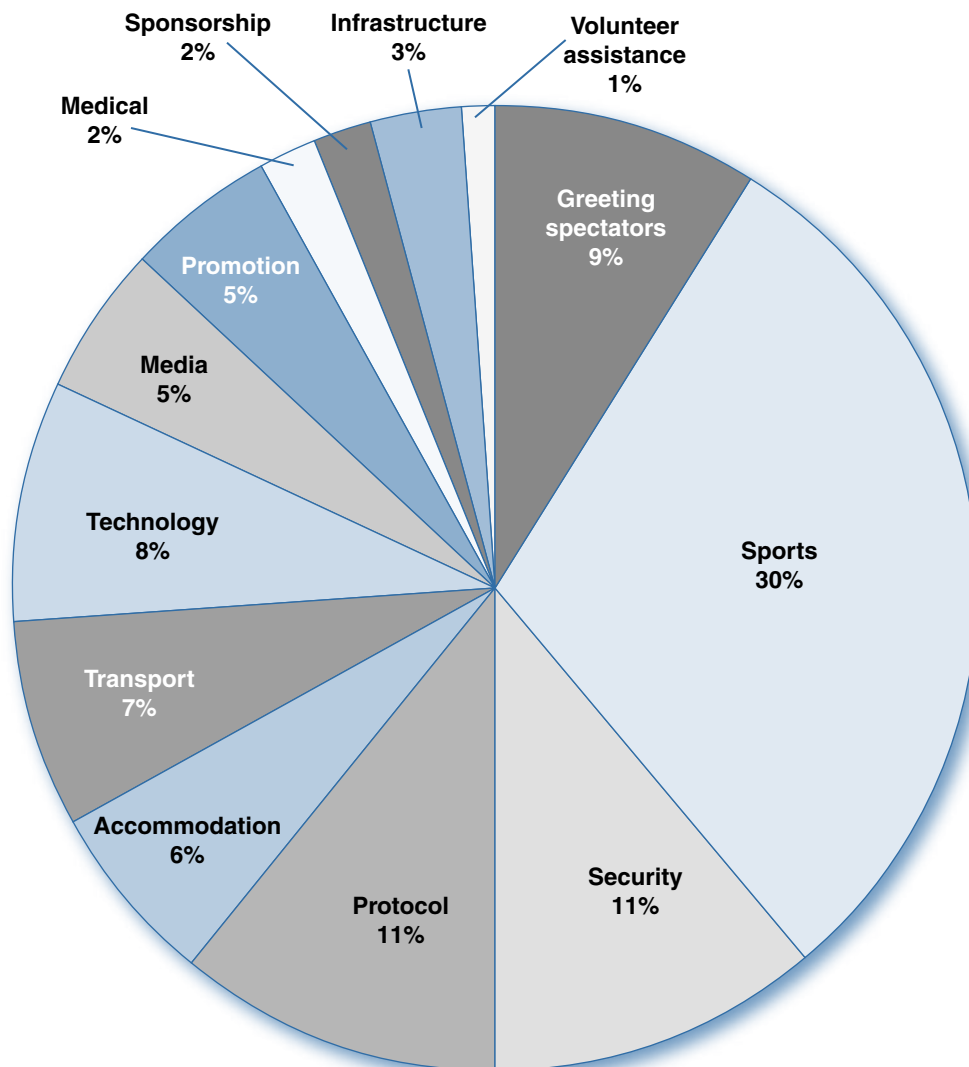


Figure 6.20 Volunteer roles.

It is apparent that volunteers were involved in all aspects of the Games. Understandably, the largest percentage of volunteers worked with the various sports, and many worked in key support functions such as sponsorship, media and security. It would appear that volunteers not only performed most of the functions organised by the COJMA but also supported the tasks that had been contracted out.

Preparing to Recruit

A general catalogue of profiles of volunteer positions was created for the first time within the framework of organising the Mediterranean Games. As recommended in section 6.4, each job description listed the position title, the assigned responsibilities, the volunteer profile, the centre of operations and the associated department within the COJMA's Technical Committee. As an example, table 6.5 presents the job description for a Protocol Assistant.

Volunteer Training Programme

All volunteers have the right to receive the information, training and support necessary to carry out the roles and tasks assigned to them. Following this principle, the COJMA developed a training programme for all volunteers to meet the following objectives:

- To create a feeling of active participation and involvement in the project of organising the Games
- To provide access to quality training services that are advanced, innovative and flexible
- To facilitate the dissemination, updating and development of knowledge within the network of 2005 volunteers
- To facilitate communication amongst COJMA volunteers
- To gain the loyalty of the 2005 volunteers through access to an exclusive informational plan

Table 6.5 Job Description for a Protocol Assistant

Position	Responsibilities	Profile	Centre of operations	Associated department
Protocol Assistant	Reception at the Protocol Office at the official hotel	Advanced level in foreign languages (English, French or Arabic) and knowledge of protocol	Official hotel	NOC Relations

(continued)

CASE STUDY 6 *(continued)*

This programme took an innovative form that consisted of online training, and the vast majority of volunteers were trained over the Internet. The rest were regularly assembled for training days that required them to be in attendance. The contents of the training programme covered five thematic blocks corresponding to the five colours of the Mediterranean star, the logotype for the Almería Mediterranean Games:

- Green referred to general aspects of volunteering
- Blue referred to the Mediterranean Games and the Mediterranean spirit
- Red referred to the Almería 2005 project and its organisational structure
- Black referred to themes involving the city and province of Almería
- Yellow referred to first aid and security activities

The training package created for the 2005 Games contained the three aspects outlined in section 6.4. It included information on the event, information on its mission and information specific to the volunteer's team. In addition, the training programme allowed the volunteers to learn the values and symbols of the event, to understand how they fit into the organisation, and to understand the operational details of the event. This resulted in an effective and efficient voluntary workforce.

► Amenities, Sites and Spaces

The XV Mediterranean Games Almería 2005 were staged at a central location, the city of Almería, as well as at six sport sites and two cultural sites. The spatial organisation of the Games can be considered using the three circles of a sport event.

Sport Zones

The sport sites were El Ejido (football and basketball), V́icar (handball and football), Roquetas de Mar (handball, table tennis, fencing and football), Húercal de Almería (wrestling and tennis), Gádor (shooting) and Cuevas del Almanzora (rowing and canoeing and kayaking). The cultural sites were Adra and Vera. The other sport competitions took place in existing facilities within the capital.

A total of 27 sport stadiums were used during the Games, among which the Mediterranean Stadium and the Mediterranean Sports Palace stand out. Both of these facilities are located on the Vega de Acá Complex. The Mediterranean Stadium was the main construction project completed for the Mediterranean Games. It housed the athletic competitions and the competitions for the para athletics, the football final, and the opening and closing ceremonies. In terms of legacy, the stadium, designed as a multifunctional facility, now serves as a conference and exhibition hall and is the future site of the Mediterranean Museum.

Auxiliary Facilities

In addition to the artistic gymnastics and volleyball competitions, the Mediterranean Sports Palace held a variety of support facilities. This new facility included spaces essential to running the Games, such as the VIP lounge, press room, organisation offices, anti-doping control office, federation area and volunteer lounge. It also has a covered athletic track, which meant that athletic competitions could take place on a covered surface.

The Village included 1,052 apartments and individual houses. The Multipurpose Building, which housed all of the services for the Mediterranean Village and covered more than 7,500 square metres of construction, included organisational offices, accreditation offices, dining halls, leisure rooms and rooms for religious services, as well as gyms for the athletes' personal training. Following the Mediterranean Games, the building now serves as an exhibition and conference centre, and it is a supplement to the services provided by hotels constructed in El Toyo, adding to the offering of tourist and residential apartments.

Environmental Impact

Sport events of this size inevitably have an impact on the cities that host them. Constructing or equipping large-capacity sport facilities, accommodations for athletes, and ad hoc communication systems all affect the locality. In order to protect the environment, and in accordance with legislation passed by both Spain and the European Union, all projects for Almería 2005 underwent a study to evaluate their environmental impact. The organisation of the 2005 Games also followed the recent Olympic sustainable sport movement to protect the environment and was supported by an environmental action plan. All of this reflects best practice in the management of amenities, sites and spaces.



This case study shows how the staging of a major event needs to take into account the principles discussed in this chapter. Although the Mediterranean Games is a large event, most of the phases followed by the COJMA are also applicable for smaller events. All events require careful planning and a management structure. Venues will need to be identified, and although there may be no legacy involved, it is important to consider the circles of the event. All events require a sport zone and auxiliary facilities, even if these are limited in size. All events have an environmental impact, which may simply be the impact of car parking on the local community or increased use of public transport. Human resources will be needed to stage the event and these should be planned carefully. Planning the human resources for an event is arguably more important if the event is small since it may attract limited numbers of volunteers. The size of an event makes little difference to the process followed in staging that event.

