Sports Event Network for Tourism & Economic Development of the ALPine Space

SENTEDALPS

Sports Event Network for Tourism and Economic Development of the Alpine Space

GUIDE TO THE ORGANISATION OF SPORTS EVENTS FOR SPORTS OFFICIALS, POLITICIANS AND ADMINISTRATORS

« SO, WHERE DO WE START ? »

European Community Initiative
INTERREG III B
Alpine Space
Priority 1, Measure 2:
Competitiveness and sustainable development

Alpine Space

Interreg III B

SENTEDALPS

Sports Event Network for Tourism and Economic Development of the Alpine Space

Réseau transfrontalier pour le développement touristique et économique de l'Arc Alpin au travers d'événements sportifs

GUIDE TO THE ORGANISATION OF SPORTS EVENTS FOR SPORTS OFFICIALS, POLITICIANS AND ADMINISTRATORS

"SO, WHERE DO WE START?"

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GUIDE TO THE ORGANISATION
OF SPORTS EVENTS
FOR SPORTS OFFICIALS,
POLITICIANS AND ADMINISTRATORS

"SO, WHERE DO WE START?"

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FOREWORD

SENTEDALPS

SENTEDALPS (Sports Event Network for Tourism and Economic Development of the ALPine Space) is a three-year (2003 – 2006) INTERREG IIIB Community Initiative project co-financed by the European Commission.

The project has fifteen partners, from Austria, France, Italy, Slovenia and Switzerland. It brings together representatives of public and private research institutes, regional and local authorities and private organisations. The French partners are financed by Savoie "Départemental" Council and Rhône-Alpes Regional Council.

This guide to organising sports events is the second in a series of three guides to be produced by the SENTEDALPS project. The first guide covers the bidding process, the second discusses the process of organising a sports event and the third looks at volunteer management.

The four phases of organisation

The organisation of sports events can be divided into four main phases, covering the period from the designation of the host town or city to the immediate aftermath of the event:

- Designing and setting up an organisational structure
- Preparing and implementing operations
- Running the actual event
- Closing down and winding up operations

This guide focuses on the first two of these phases, when, following a successful bid, it becomes necessary to design and set up the organisational structure needed to produce the event.

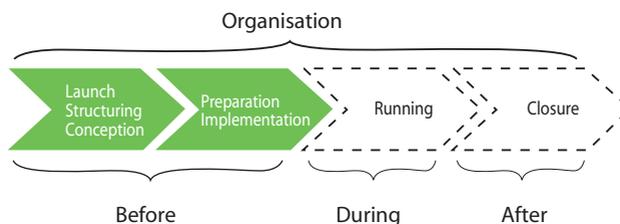Figure 1 – The four phases of organising a sports event (Source: Algoe)

Why produce such a guide?

Rather than trying to provide an infallible recipe for success, the aim of this guide is to list the questions that need to be addressed and describe the stages that must be covered in order to help future event organisers adopt a structured approach and set up an organisational system capable of "delivering" the event.

What types of event does the guide address?

Another of the guide's objectives is to disseminate the skills that have been built up within the Alpine Space. Although the discussions focus on non-recurrent, itinerant events, the organisation of which is attributed by the event owner (national and international sports federations, private companies, etc) following a bidding process, we also evoke details specific to recurrent events. The advice given here concerns medium-sized international events (a budget of between 1 and 20 million euros) that have a strong relation with the region in which they are held and a durable effect on the region's economy.

Who is the guide for?

The guide is aimed at three categories of people involved in the organisation of sports events:
- Local politicians
- Administrators involved in sports, tourism, and economic and regional development
- Members of the sporting community

Rémy Charmetant,
Director of Savoie "Départemental" Tourist Board

The members of the SENTEDALPS network

Higher Studies Institute for Public Administration (IDHEAP), project leader: technical	**Switzerland**
"Haute Ecole Valaisanne" (HEVs)	**Switzerland**
Canton of the Valais (SDET)	**Switzerland**
Canton of the Vaud (DEC)	**Switzerland**
University Inter-faculty School of Kinesics (SUISM), project leader: finance	**Italy**
Regional Committee (Western Alps) of the Italian Winter Sports Federation (FISI-CAO)	**Italy**
Higher Institute of Physical Education (ISEF)	**Italy**
Province of Turin (PTO)	**Italy**
Savoie "Départemental" Tourist Board (ATDS)	**France**
Rhône-Alpes Regional Council (CRRA)	**France**
University of Savoie (IUP-THTL)	**France**
University Claude Bernard Lyon 1 (UCBL)	**France**
Innsbruck City Council (STINN)	**Austria**
Innsbruck/Seefeld Organising Committee 2005 (ISOC 2005)	**Austria**
Slovenian Tourist Board (TAS)	**Slovenia**

INTRODUCTION

Characteristics of a sports event

Sports events are much more than just competitions between athletes; they are social and media events that bring together large numbers of people and activities around a sporting competition. Sports events provide entertainment and festive occasions, but they are also shop windows for communities and regions. All of these facets have to be taken into account by the organising committee.

There are many different types of sports event, including national and international competitions, mass-participation events, rallies and adventure races. Alongside the largest events – the Olympic Games, Football World and European Championships, the Tour de France – there are many smaller events – some World and European Championships, major tournaments and meetings, and large "fun-runs". The constraints and demands imposed upon event organisers depend on the characteristics of the event, i.e. whether it is professional or amateur, the popularity of the sport, etc.

Nevertheless, all itinerant events have certain characteristics in common. By definition, they are unique and non-recurrent; hence, they must be run successfully at the first attempt and at a set date. Organising such events involves uniting many different people and organisations, which have no previous experience of working together, behind a relatively short-term project. The organising committee has to satisfy many different "customers" with very different expectations (sportspeople, spectators, suppliers, etc).

The main characteristics of an event	Which imply for the organiser
Fixed date	Know where you are
Several types of customer to satisfy	Be customer orientated
Extreme sensitivity to the external and internal environment	Give a visible form to the project
Occasional, unique, non-recurrent	Succeed at the first attempt
Involves many different and often inexperienced parties	Ensure operations are clearly organised
Little previous experience	Draw up a working plan

Table 1 – The generic characteristics of an event (Source: Algoe)

In order to do this, the organising committee must include three "figures": the sportsperson, the manager and the politician. The sportsperson is responsible for relations with the sporting community and for the competition aspects of the project, the manager looks after the concrete organisation of the event and the setting up of the teams and partners, and the politician ensures the support of the authorities. These three roles can be fulfilled by one, two or three different people, although weakness in any one of these domains constitutes a major risk for the event.
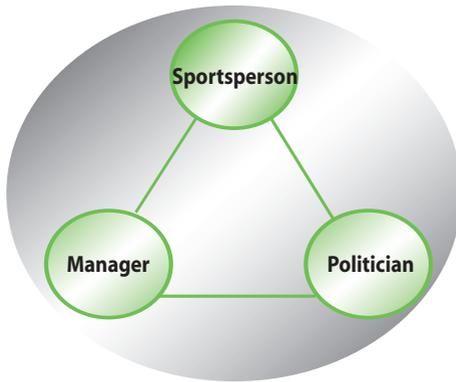
Figure 2 – The three poles of the managing committee (Source: Algoe)

It is not always easy to achieve a harmonious alliance between these functions, as the association of such diverse skills can generate a form of culture shock: especially, when differences in professional culture are exacerbated by differences in national culture.

Organisational structure

The organising committee must meet the **requirements imposed** by the rights holder [1]. Although these requirements provide a template for the event, they will only give a general outline on which the detailed design must be based. Therefore, the phase in which the project dynamic is set, the organisational structure drawn up and the content of the event designed is capital. **Failure often results from insufficient care being taken at this stage.**

One of the first tasks is to draw up **an organisational structure for the project.** This structure is necessarily ephemeral, with no past and no long-term future, as it must be designed to meet the specific requirements imposed by the **organisation of a particular event.** However, it must also facilitate collaboration with the permanent bodies that will constitute the event's network of partners. In addition, the structure must allow the organisers to identify all other interested parties and associate them with the project.

At the same time, the type of legal entity the **organisational structure** is to be given must be addressed, as must its governance and the attribution of **key functions** (sport, facilities, marketing, technology, administration and management, etc) to the project's core-team of managers. Structures destined to organise recurring events must, among other things, take into consideration their long-term development.

Setting the organisation in motion

Defining the organisational structure is one thing, setting it in motion is quite another.

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1. The rights holder, usually the international or national federation of the sport concerned, is the owner of the event and the holder of three different types of rights: commercial rights, marketing rights and television rights.

The first step in setting the organisation in motion is to **give a visible** shape to both the organising body (flow chart) and the project (technical structure). It is also essential to unite all the parties around the project to ensure they contribute efficiently to its success (foster each person's sense of involvement). This involves, most notably, establishing shared concepts and agreeing upon a common language in order to create a **common vision of the project.**
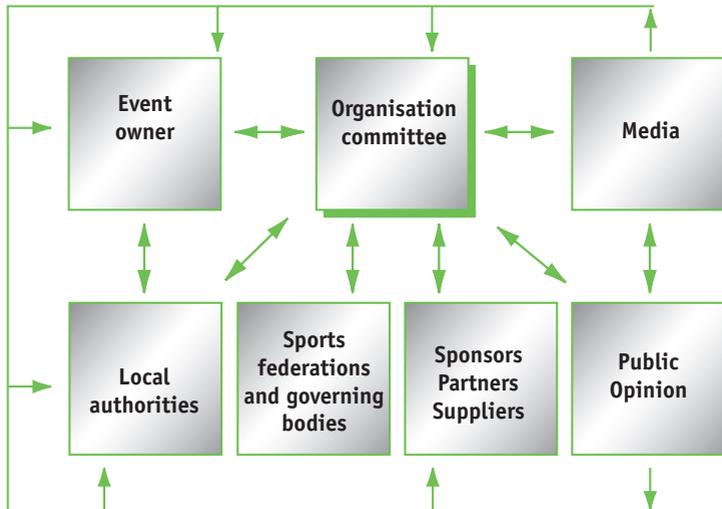
Figure 3 – Uniting and setting in motion the parties involved in the project
(After a diagram by Jean-Loup Chappelet, IDHEAP)

This process must be combined with the attribution of responsibilities. As the project gathers momentum, it is essential for each person to have a precisely defined role and task to fulfil. The principle of **subsidiarity** – which states that decisions should be taken by the lowest competent authority – can be used to ensure the management team does not become overloaded. However, as partners are not governed by **any hierarchical structure,** the responsibilities they are given must be carefully negotiated before any form of contract is entered into. Once responsibilities have been assigned, collective and individual action plans can be drawn up.

The organisation of a sports event is a project, in the true sense of the term, because it involves achieving a fixed objective within a given time, mobilising limited resources to provide a fixed level of service. Project **management methods and tools** can be used to facilitate the achievement of this objective. Some of them will be presented here.

This guide is not designed to provide a set of organisational tools; its purpose is to help organisers ask the right questions and to attract their attention to the essential issues that have to be addressed. However, it does provide advice on the following topics:

- Choosing a team and an organisational structure
- Promoting the event - why, what and how
- Drawing up and managing the budget
- Ensuring deadlines are met
- Structuring the project around organisational functions
- Choosing a steering system
- Satisfying all the stakeholders
- Ensuring work is of high quality
- Deciding how to manage relationships with the local region

...

In short, setting the project and the organisational structure in motion.

Figure 4 – The organisation roller bearing (Source: Algoe)

SETTING THE PROJECT AND THE ORGANISATIONAL STRUCTURE IN MOTION

CHAPTER 1:
THE TEAM AND THE ORGANISATIONAL STRUCTURE

For the organisation of an event to run smoothly and efficiently, it is essential for the organising body to be structured. This is true for all events and for all approaches to event organisation. In order to function correctly, an organisational structure must be a specific legal entity and bring together essential skills and procedures. It must be flexible and capable of evolving.

1. Compile a list of obligations and assess the scope of the event

The first task of the organising committee is to review all the **contractual and reference documents** that govern relations with the event owner: contracts, technical appendices, marketing rights, etc. Among other things, event owners encourage future organisers to send delegations of observers, armed with meticulously prepared observation programmes, to prior **editions of the event.** Such operations facilitate the transfer of expertise and give the organising committee a better understanding of the scope of the event they are planning to stage.

2. Key skills within the organising committee

It is also at this stage that the organising committee must assess the key skills they will need to assemble as these skills will form the **lynchpin of the project.** The organising committee is at the heart of a group of interested parties, composed of the event owner or the sports federation, public authorities, sponsors, sub-contractors, the media and public opinion, which it must unite, motivate and manage.

In order to deal with all these parties, the organising committee must encompass a number of **complementary skills:** skills in the field of sports for all questions concerning sporting matters and the competition itself; managerial and organisational skills; and the 'networking' skills required to mobilise the external support needed to ensure the event runs smoothly.

The **organisational flow chart** should reflect the technical structure of the project [2], although it can be adapted according to the people available.

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2. For more on this subject, see Chapter 4.
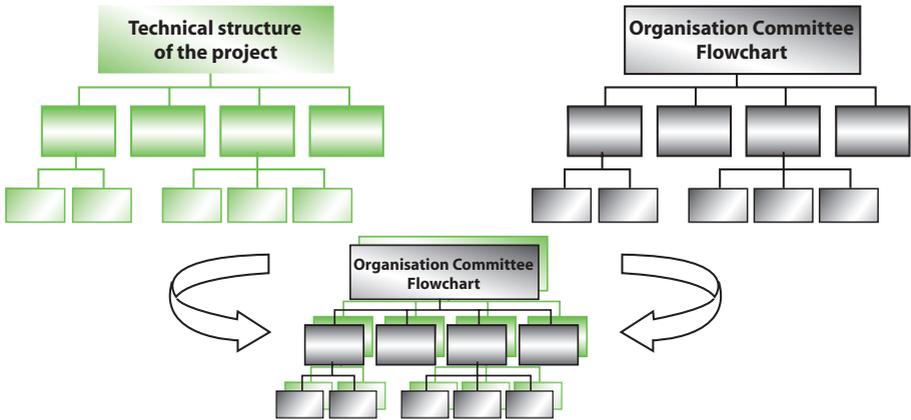
Figure 5 – Relationship between the structure of the organising committee
and the technical structure of the project. (Source: Algoe)

3. Juridical status and decision-making bodies

The second point to consider is the type of legal entity the organisational structure will be. Sports events have become highly complex, making it increasingly important for them to be given a clear juridical status. **Several juridical forms** are possible; the choice depends on the size of the event, the demands of the event owner and the legislation of the country concerned.

- The form most frequently used by federations and the sports movement is the non-profit association. This type of legal entity is appropriate for small and medium-sized events, and it is easy to set up. Details vary according to the country concerned. It can take the form of an association run by a board of trustees or an association with both a management board and a supervisory board (e.g. 2009 Alpine Skiing World Championships at Val d'Isère).
- Under French law, a public interest group (GIP) is a financially autonomous non-profit organisation that brings together a number of public bodies (local authorities, public institutions), or public and private bodies (e.g., associations) to carry out projects in the common interest.
- Other possible legal entities, such as limited companies or foundations, are used much less frequently as they are complex and because they are inherently long-term structures.

When choosing a juridical form for the organising body, the project leaders must also consider the structure of the **event's decision-making apparatus.** This aspect of the organisational structure is especially important, as there are often no hierarchical links between people from different institutions. The question of who makes decisions and who validates them must be answered right from the beginning.

This is especially true given that the organisation of sports events is often characterised by the absence of legally binding contracts between partners. Although it is advisable for relations with partners to be governed by contract, this does not happen systematically. Frequently, partnerships rely entirely on the goodwill and commitment of the stakeholders.

4. The evolution of the organising body

Between the first few months following the attribution of the event and the days leading up to the competition, the organising body will undergo some profound changes. As the project gathers momentum, larger numbers of staff and volunteers will be needed. More fundamentally, the organising body needs to adapt to each new phase. The same skills are not needed during the initial planning of the event as during the implementation phase. This is also true for the organisational structure. **Each new phase can lead to crises,** which, if they are not foreseen, can lead to significant problems.

5. The profiles and the statuses of the members of the organising body: some recommendations

One of the primary tasks of the organising body is to define and set up an operational structure. The organising committee must be capable of assuming different types of responsibilities; therefore, the men and women who make up the committee must be very complementary. A balance – some would say a shrewd alchemy – must be found between **sportspeople, experts and local people,** on the one hand, and **staff, volunteers and external service providers,** on the other.

The "ideal cocktail" could be as follows: one third people from the sporting world, one third experts recruited for their skills (administration, management, public relations, marketing, logistics, security, etc) and one third local people with essential knowledge of the region and its actors.

The other mix concerns the status of the members of the organising body. They can be salaried staff, volunteers or external service providers. The balance depends on a number of factors, such as the size of the event, its budget, the desired degree of professional involvement, the experience or training of the volunteers and the level of commitment expected.

CHAPTER 2:
MARKETING AND PUBLIC RELATIONS

An event's value is determined by its coverage in the media, so effective public relations are essential. Like any other product, a sports event can be the object of a true marketing strategy, which will orientate its public relations policy. With this in mind, it is useful to evaluate the strengths and weaknesses of the event in terms of image and message, to position it with respect to competing events, and to rank the stakeholders and their expectations.

1. Evaluate the event's strengths, weaknesses and marketing resources

From the outset, it is advisable to evaluate the event's strengths, weaknesses and limitations in terms of:
• The organiser's conception of the event
• Concomitant events that may reinforce or reduce the impact of the event
• The resources, skills and rights that can be exploited by the event's public relations policy

The **organiser's conception** of the event will define the **event's ambition** and **values;** attributes with which partners can identify. Based on the work carried out for the bid file, the organising committee defines the event's values: performance, fair play, conviviality, sharing, solidarity, simplicity, emotion, celebration, environmental protection, etc.

This exercise is important for three reasons:
• **It gives direction,** an image of the event shared by all the stakeholders that will orientate the actions of the event's partners and aid decision making by giving coherence to the event.
• **It creates a common culture,** and a "company culture", thus facilitating internal communication.
• **It determines the guiding ideas** that will provide the basis for the **external public relations plan.**

As every sports event is in competition with other events, the definition of the intrinsic values of the event must be accompanied by a review of **competing** events. Because sportspeople can register for other competitions, spectators can choose to go and see another event or find other ways to spend their spare time and sponsors are solicited from all sides, the organising body must be aware of competing events, in the same area or elsewhere, during and around the competition period.

From a more operational point of view, the organising committee must be aware of the resources and rights accorded by the event owner (generally a sports federation). Today, sports federations tend to centralise the management of

marketing rights, partnerships with sponsors and television rights to such an extent that organisers often have limited room for manoeuvre. Nevertheless, this room for manoeuvre must be evaluated right from the start.

2. Positioning the event

Once the event's concept has been chosen, and its "competitors" and resources identified, the organising body can position the event within its competitive sphere by providing simple answers to the following questions:
• What are the event's competitive advantages? (site, values, ticket prices, etc)
• How can it be made to stand out from competing events (sporting, cultural, festive)?
• How should the event be positioned, i.e. what sort of sports event is to be organised and for whom?

When considering this final question, it should be remembered that the "Olympic sport" label makes a fundamental difference to public awareness and interest in the sport.

3. Define the stakeholders and their expectations

The third step consists of defining, and then ranking the stakeholders. The specification drawn up by the rights holder defines a certain number of contractual obligations in this field. By honouring these obligations, the organisers will ensure that the expectations of the parties and partners involved in the event are satisfied.

If desired, the organisers can then focus further efforts on selected stakeholders who are, for example, important to the positioning of the event and/or to the receipts the event can expect to attract, or who have expectations that are particularly hard to meet.[3]

4. Draw up a public relations plan

This preliminary work enables the event's public relations plan to be drawn up. This plan should detail:
• **Targets**
• **Messages**
• **Methods**

All three must be considered together, as each method will most effectively reach a certain type of reader, listener or spectator. Similarly, the messages produced can be adapted for each type of audience, while continuing to promote the event's values and positioning.

Several different media can be used (logo, mascot, posters, event programme, advertising brochures, written press, radio, website, television) and they must be adapted to the size of the event and to the publicity to be obtained from it. On the other hand, it is now indispensable for an event to have its own website, the production of which is often confided to a specialist company.

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3. For more on this subject, see Chapter 7.

Press kits and sponsor kits are major tools that must be developed by the organising committee because they concern two essential stakeholders: sponsors and the media. These kits must be prepared extremely carefully. In general terms, a sponsor kit could use the following format:

• Name of the event, date and identification of the rights holder.
• Summary presentation: concept, impact, legitimacy
• Positioning and identity communicated for the event
• Identity file: calendar, location, potential audience
• Presentation of the organisation that holds the rights
• Presentation of the event's "brand capital" and explanation of why this is compatible with the sponsor
• Programme of activities at the competition site
• Marketing and public relations plan
• Personalised and budgeted proposition

5. Visual identity

Public relations also require the event to have a visual identity (logo and graphic charter, style charter, emblem, mascot, site decoration, organisers uniforms) and possibly a slogan that communicates the event's position. This visual identity is applied to all event documents. The **style charter** defines a coherent graphic ensemble that expresses the event's identity. It provides precise guidelines on typography, colours and layout.

These printed documents have different functions: contact, information, publicising the event's identity, etc. They must provide an instant and global vision of the event. Documents must be informative, attractive, readable and easy to handle. They should be designed and produced in collaboration with a specialist public relations company, based on a "brief" prepared by the organising committee that summarises the fundamental elements of the event's positioning.

6. Event ambassadors

Beyond the words, symbols and images, the public relations effort should be personified by a well-known public figure. This person, who must be nationally and internationally recognisable, will be the event's permanent ambassador to the media and to partners. As well as being the organising committee's spokesperson, the ambassador must incarnate the event.

CHAPTER 3:
BUDGET

Sporting success cannot be achieved without sound financial management. Controlling the budget is an obligation that cannot be shirked. Once the legal and administrative framework of the budget has been established, the organising committee can maintain a clear and continuously updated estimate of the final cost of the project through the use of budget management tools.

1. From general accounting ...

The organiser's primary obligations are legal. Organising committees must keep general accounts in compliance with the relevant chart of accounts, either according to company law or to the law governing associations, depending on the status of the organising body. **The taxation statute** must be finalised in accordance with current law before the first budget is drawn up. As a precaution, the organising committee should calculate expenditure inclusive of tax and receipts exclusive of tax.

The organising committee must be able to issue purchase orders and invoices, be capable of receiving and paying bills and be able to assign payments to defined budget items. Each fiscal year must end with a settlement of accounts passed by the controlling authority.

2. ... to budget management

However, this retrospective and analytical approach does not allow all the operational processes involved in preparing the event to be foreseen and taken into account. To do this, it is necessary to apply **management control** and **budget management tools.** Such tools are designed to provide a clear estimate of the forecast final cost by measuring the rate of expenditure and thereby evaluating the **physical progress** of the project.

General Accounting Tool

Adding together expenditure (invoices) gives a precise figure for the final cost of the project, but only after the project has been completed

Final cost of the project
= total invoices

Adding together orders provides a previsional estimate of the final cost

Budget Management Tool

Adding together planned expenditure and expenditure commitments (quotations and orders) gives an approximate forecast of the estimated final cost

Final cost of the project
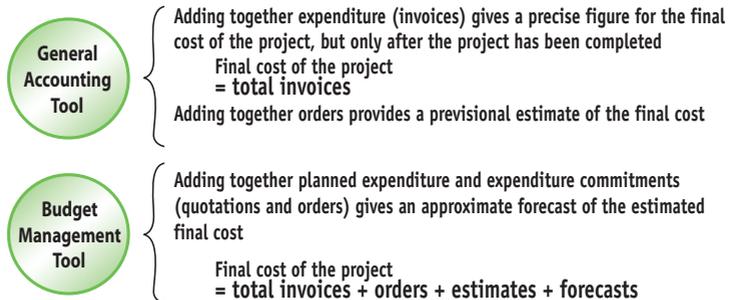**= total invoices + orders + estimates + forecasts**

Figure 6 – Budget management:
an approximate, but advance estimate of the forecast final cost (Source: Algoe)

Budget management allows decisions to be made according to the percentage expenditure commitment and the difference between the planning budget and the expenditure actually committed.

An **outline budget** for the project, describing the content of the event and listing all the actions to be carried out, must be drawn up. This plan enables each budget item to be detailed in terms of actual and planned expenditure, the completion of the action, and the differences between forecast and actual expenditure. Based on this information, appropriate decisions can be taken.

The issuing of purchase orders should be integrated into the budget management system, as this is the basic operational action. When choosing a budget management tool, the organising committee should ensure it incorporates a module for issuing purchase orders in such a way that they can be immediately assigned to the appropriate budget item. This operation is essential in order to ensure the total amount of authorised expenditure does not exceed possible receipts: the founding principle behind all budget management systems.
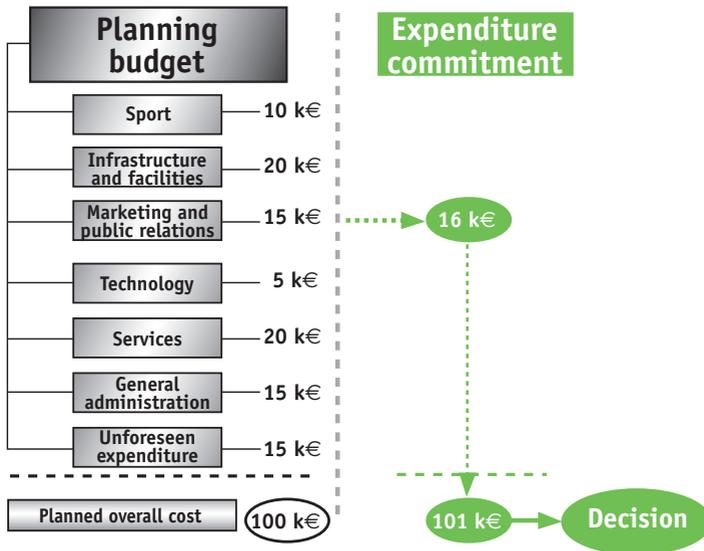
Figure 7 – Budgetary analysis table and the choice of adjustment variables (Source: Algoe)

Budget management begins with the first expenditure. For every commitment that does not comply with planned expenditure, a decision has to be made. In the case of overspending, there are three possible alternatives:

- Cover the expenditure with extra receipts
- Cover the expenditure from the unforeseen expenditure budget; however, this will deplete this item and reduce future room for manoeuvre
- Make savings at another post by modifying the content or level of service of another dimension of the project

3. How to draw up an outline budget

It is essential to draw up a **budgeted model of the project.** As we have seen, the project management approach is based around the preparation of an outline budget. The terminology of the budget should be based on the technical structure of the project. [4]

Experience shows that the most effective way of drawing up a reliable budget is to identify and calculate all the receipts the event is capable of generating and that are authorised by the rights holder. The value of these receipts, together with any financial contribution from the local authorities (either in cash or in kind), will determine the global amount of the budget.

The expenditure and the content of the project must correspond to the available income. Uncertainties and potential risks must be included. In the absence of guaranteed income, prudence must be the watchword.
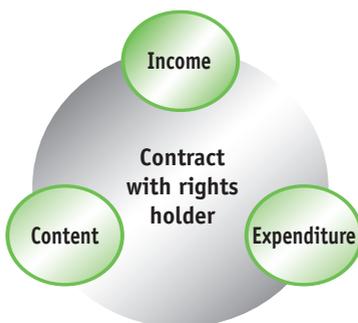
Figure 8: Drawing up the budget, an interaction between income, expenditure and content (Source: Algoe)

4. Available income

Rights holders are becoming more professional and, by managing all the commercial rights, they are exerting tighter control over event organisers. Medium and long-term commercial programmes covering several consecutive editions of an event can only be developed by the rights holder. Organising committees are formally forbidden from generating income from the commercial rights. In exchange, rights holders "subsidise" organising committees to cover some of their expenses.

Apart from this limit, sports events can generate income in a number of different ways: public subsidies, inscription fees, ticket sales, television rights, contributions from commercial partners, derivative products and concessions (snack bars, transport).

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4. For more on this subject, see Chapter 4.

Ticketing must be taken into account when sizing the services to be supplied to spectators. Ticket sales can generate a certain amount of income, but the ticketing policy must be coherent and it must serve the marketing position of the event.

Objective of the organiser
Find a partner to cover some
of the expenses

Objective of the partner
Reinforce its image
Increase name recognition
Create commercial opportunities

| Expenditure by the organisers | Income for the organisers | | Expenditure by the parner | Income for the partner |

Data transmission			
Telephony	**Value of the services in kind and cash provided by the technology partner**	**Services in kind and cash provided by the partner**	Public relations programme
Mobile telephony			Partner public relations
Wiring		- Personnel	Rental of equipment and services
Special lines		- Equipment - Planning - Cash	Internal mobilisation

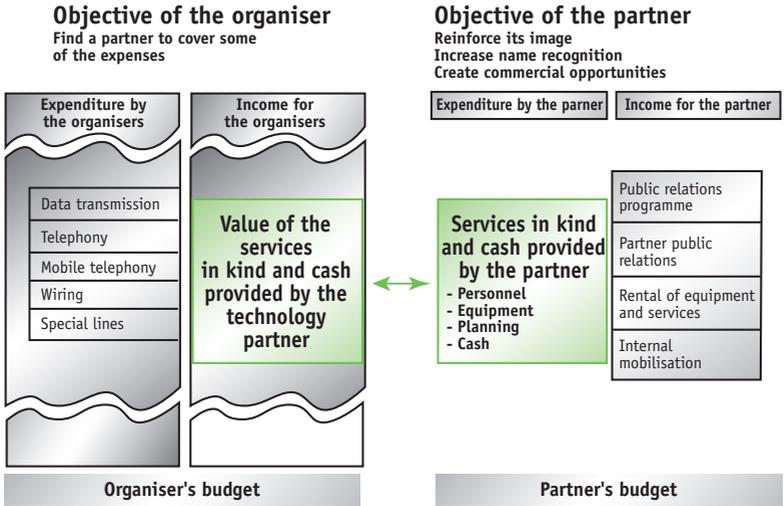| **Organiser's budget** | **Partner's budget** |

Figure 9 – The principle of the partner contract (Source: Algoe)

The partner undertakes to cover some of the expenses connected with the event in the form of services in kind. In exchange, the association of the partner's name with the event can consolidate its image, increase public awareness or generate commercial opportunities.

CHAPTER 4:
DEADLINES

The final deadline is known a long time in advance; it is non-negotiable and cannot be postponed. This constraint means that time management must be an essential part of the organisation process. A deliverables approach allows the project to be modelled, thereby giving an overall vision of the event and of the ground to be covered.

1. The twin constraints on deadline management
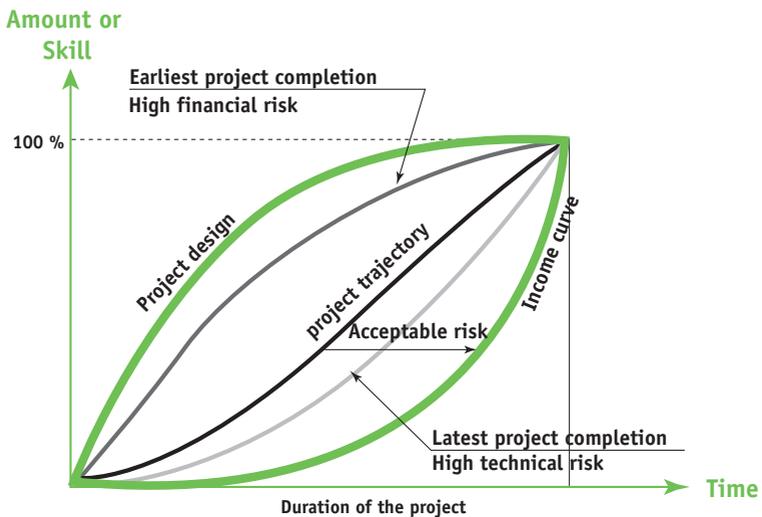
Figure 10 – The technical-financial project time-line (Source: Algoe)

Time management is subject t**o two constraints:** the income, in terms of **cash flow,** at the organiser's disposal and the design and **status of the project.** Basing the implementation of tasks solely on received income can lead to technical risks – that things will not be completed on time. Conversely, doing what must be done as early as possible, without taking into account received income, can lead to financial risks and costs. Financial costs can represent up to 25% of the budget. A project time-line can be plotted between these two extremes: a compromise between the technical point of view, according to which everything should be done as early as possible, and the financial position, according to which payments should be made as late as possible.

2. Model the project around its technical structure

The technical structure is the backbone of the project and the foundation on which all the other management tools are based. In the project launch phase, it gives a physical shape to a project whose precise content is as yet unknown. It provides a project outline and a checklist of the operations to be carried out.

Global project					
Sport	**Infrastructure and facilities**	**Marketing and public relations**	**Technology**	**Services**	**General administration**
Ceremonies	Permanent constructions	Public relations	Timing	Accreditation	Purchasing
Drug testing	Environment	TV rights	Information systems	Reception	Finance
Relationship with the rights holder	Temporary facilities	Hospitality for partners	Sound and video	Entertainment	Legal services
Sport	Maintenance	Visual identity	Telecommunications	Ticketing	Project management
		Printed press		Culture	Relationship with the public authorities
		Publications		Accomodation	Human ressources
		Radio broadcasting		Logistics	Structure of the organisation committee
		Press relations		Cleaning	Regional integration
		Sponsoring		Protocol	Administration
				Catering	
				Security	
				Spectator services	
				Medical services	
				Transport	

Figure 11 – Example of a technical structure for a sports event (Source: Algoe)

3. Characterise the project through its deliverables

At the beginning of the structuring phase, the content of the project will not yet have been defined; therefore, a classic, task-based management system cannot be used. However, the project can be steered on the basis of a project outline combined with **project management based on deliverables** (key events in the Master Plan).

These major functions and key deliverables can be used to identify the skills needed to successfully complete the project. The relevant personnel can then draw up the planning sheets and choose the solutions that will enable them to deliver the required service.
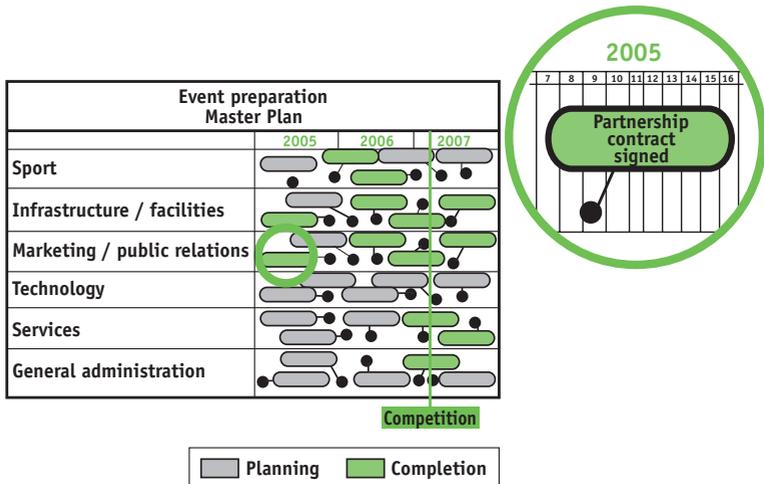
Figure 12 – The deliverables approach (Source: Algoe)

These Master Plan type tools give shape and coherence to the project as a whole. In the installation and site configuration phase, other tools, such as PERT - GANTT tools can be used.

4. Use temporal modelling tools to give the project shape

Appropriate deadline management tools must be chosen **according to the complexity of the project:** simple tools for simple projects, sophisticated tools for more complex projects. The tools must do what is necessary and no more, i.e. only use the tools that are absolutely necessary for managing the project.

For a simple event, a checklist of the tasks to be carried out can be **drawn up.** These tasks can be classified by domain or by speciality (transport, accreditation, etc) and assigned to the people available (make do with the people one has).

Tasks are defined in terms of a unit of time, of place and of person. They have a beginning and a probable end, and they are under someone's responsibility (not necessarily the person who carries out the task). The resources (human and financial) required to fulfil each task must be assessed.

It also advisable to produce a **summary chart** that shows the project's overall timescale (1, 2 or 3 years) on a single page. This summary can be in the form of a bar chart (GANTT) showing the functional structure of the project and all the actions that need to be completed.

All these documents can be drawn up using a "pencil and paper, and an eraser", or with standard software packages should as Excel spreadsheets.

For complex projects that require more sophisticated management systems, computer programmes capable of processing large amounts of data can be used. For example, between 500 and 2000 operations need to be successfully organised to organise a World Cup event. In such cases, it is necessary to use **project management software.**

All of these management systems are based on PERT [5] (Programme Evaluation and Review Technique) logic, which involves using specific milestones to describe the series of operations (sequences of tasks, interface management, scheduling) that must be implemented by each specialist.

The objective of all these documents is to structure the action and to clearly display the division of responsibilities and the individual and collective plans of action. These summary documents can be used to **periodically assess** the status of the project, and to identify and rank the **risks** that will influence short-term decisions. Thus, this type of system ensures the **reliability of the deadline management system.** [6]

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5. PERT (Programme Evaluation and Review Technique): scheduling and control technique that involves drawing up a network of a multitude of interdependent tasks that need to be carried out to successfully complete a project.

6. For more information on deadline management, see Chapter 6.

CHAPTER 5:
ORGANISATIONAL FUNCTIONS

Organisational functions are the fields of operation the organising committee has to cover in order to successfully complete the project. It is much easier to efficiently steer a project if it is broken down into expertise- or skills-based operations.

1. Organisational functions: definition and determination

The list of organisational functions provides a description of the project in the form of a **brief,** but **exhaustive classification of the operations** to be carried out. The principle underlying the approach is as follows. At the beginning of the project, the specialists required for each function are not necessarily present; therefore, it is impossible to define the project in all its detail. Nevertheless, each function can be characterised by a certain number of **deliverables,** which make up the time-sensitive elements of the function manager's specification. The function manager, as the specialist in the field, must then define the processes and operating schedules to be followed in order to provide the service.

Sport	Ceremonies
	Drug testing
	Relationship with the rights holder
	Sport
Infrastructure and facilities	Permanent constructions
	Environment
	Temporary facilities
	Maintenance
	Public relations
Marketing and public relations	TV rights
	Hospitality for partners
	Visual identity
	Printed press
	Publications
	Radio broadcasting
	Press relations
	Sponsoring
Technology	Timing
	Information systems
	Sound and video
	Telecommunications
Services	Accreditation
	Reception
	Entertainment
	Ticketing
	Culture
	Accomodation
	Logistics
	Cleaning
	Protocol
	Catering
	Security
	Spectator services
	Medical services
	Transport
General administration	Purchasing
	Finance
	Legal services
	Project management
	Relations with the public authorities
	Human ressources
	Structure of the organisation committee
	Regional integration
	Administration

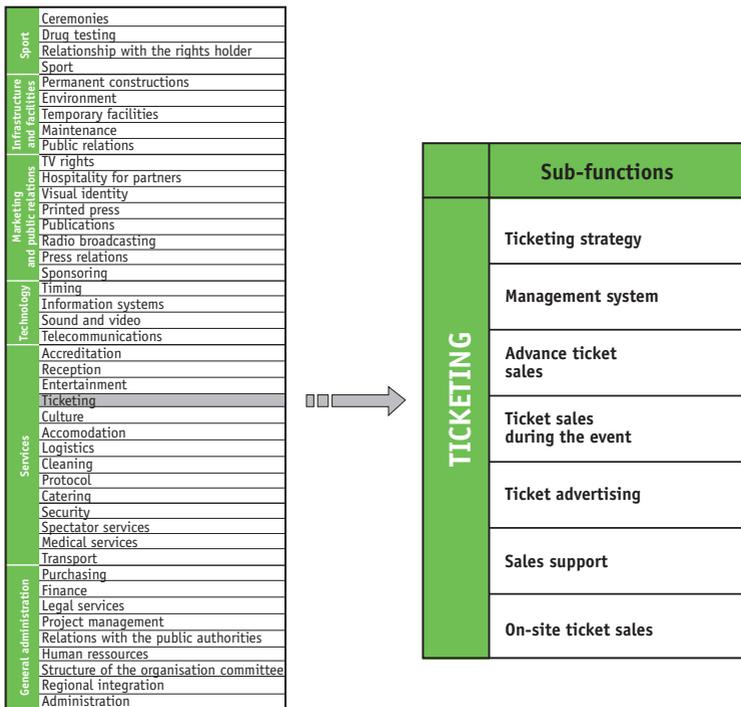| TICKETING | Sub-functions |
	Ticketing strategy
	Management system
	Advance ticket sales
	Ticket sales during the event
	Ticket advertising
	Sales support
	On-site ticket sales

Figure 13 – Organisational functions (Source: Algoe)

The above diagram lists the key functions in the organisation of a sports event. Each function can be divided into sub-functions.

2. Preliminary guidelines for each function

Priorities must be defined and ranked for each function. A strategy document should be prepared for each function describing how the actions undertaken within that function contribute to the project as a whole.

Guidelines covering the following aspects should be drawn up at the beginning of the project:

- Relevant laws and regulations
- Draught task-sheets, including main difficulties/major challenges
- Key stages
- Principle risks and opportunities
- Minimum level of service and how it is to be provided
- Evaluation of the human and material resources required
- Estimate of the cost and the terms of finance
- Recommendations regarding local particularities
- When the function manager must be appointed

3. The operational plan

The guidelines are used to draw up an operational plan, in the form an **operations manual.** This plan should cover the points included in the guidelines in more detail, i.e. it should be more concrete and more practical. It should describe all the **procedures** and **actions** to be carried out during the period of the event to ensure volunteers are successfully integrated into the organising team.

4. Remarks on some key functions

a. Sponsoring

The objective of the sponsoring function is to sell the event to private and public partners, who, in return, can develop their own public relations strategy around the event. Therefore it is essential that the partner's public relations strategy is in accord with the values supported by the event. It is often more effective to call upon the services of a specialist agency than to try to run this function internally.

b. Television coverage

The television audience for the event will be much larger than the actual number of live spectators. It is through this television audience that the event's partners expect to get the largest return on their investment in terms of developing their image. Particular attention must be paid to partner exposure, especially when negotiating agreements between the rights holders and television channels.

Although television rights provide a significant source of income for the largest sports events (Olympic Games, World Championships, etc), for smaller events, the organisation of television coverage is only an expense. However, it is generally an indispensable expense as television coverage can be a major factor in attracting public partners and private sponsors.

c. Press relations

Press relations are a determining function as the involvement of the media determines the audience for the event. This involvement may vary from simple reporting of the event to a partnership. In this latter case, the media partner provides triple coverage of the event: editorial, promotional (competitions, etc) and publicity (advertising space).

Without being partners, several different media may be interested in the event and report it free of charge. The process of building up relationships with these media should begin during the preparation phase of the event.

These relationships can take different forms: press releases, press kits, press files, press conferences, etc. The recruitment of a press attaché with a wide network of contacts amongst journalists may be considered.

d. Security

Security is a high risk factor and, therefore, an extremely important function. It is the organiser's duty to ensure the security of participants and spectators, and, more generally, of all the people at the event site.

However, the responsibility for security is shared between the organiser (within the competition site) and law enforcement agencies (outside the site). The details of security arrangements must be specified in a contract between the organisers and the relevant law enforcement agencies, and the organisers must be properly insured.

e. Accreditation

Accreditation gives a person access to a controlled area in order to carry out a precise task. It is neither a ticket to watch the event, nor a symbol of power. The "accreditation" function requires a significant amount of work before the event:

- Preparation of a zoning plan for the site (spectator areas, areas reserved for different categories of people: athletes, press, guests, organisers, etc)
- Choice of an accreditation system and service provider
- Constitution of a data base of people requiring access during the event, integration of the access rights needed for them to fulfil their task
- Preparation and distribution of badges.

Accreditation ensures that staff and volunteers can carry out their tasks efficiently by limiting the number of people who have access to certain areas (for example, athletes should not have access to the press room, which is reserved for journalists and volunteers working with the press).

Depending on the size of the event, the accreditation system may use innovative technologies or be limited to a simple hand-written badge. At large events, accreditation is often the barometer of the quality of the organisation. A little practical tip: preparing the access badges a few days before the event starts will avoid lengthy queues on the first day!

f. Ticketing

Ticketing is one of the basic elements in the marketing of a sports event. Often, ticketing and marketing are run by the same department. Although ticket receipts only represent a small fraction of the event's income (between 15 and 20%), the price of tickets can affect the number of spectators. Which raises the question, should spectators be expected to pay for admission? A good way in which to answer this question is to compare the estimated receipts with the cost of organising the ticketing system (personnel, purchase of the blank tickets, royalties on the management software).

g. Volunteer programme

The use of volunteers is a tradition in the sporting and associative world. This is not only for financial reasons; it is a way to involve and motivate members of the local community and other interested parties in the fields of sport or education, etc.

The involvement of volunteers is part of the essence of large sporting occasions. It is one of the "intangible" elements that are so important to the creation of the "personality" of the event. The character of an event depends to a great extent on the approach that is taken to the use of volunteers.

Some organisers believe that volunteers should not carry out the same roles as permanent or temporary staff or service providers.

Others, such as the Albertville Winter Olympics, adopt the "team members" concept, in which everyone working towards the success of the event (salaried staff, staff seconded from other organisations, service providers, volunteers, etc) is considered to be a team member, whatever their status.

Organisations that do not discriminate against or have a hierarchy between different categories of workers are generally seen in a more positive light by their "customers".

Usually, volunteer management is the subject of a special, multi-stage programme: needs evaluation, recruitment and assignment, training, motivation, operational management.

A few simple principles should be taken into account: selection should be based solely on a person's ability to do the job and people should never be recruited for jobs that do not exist

The third SENTEDALPS guide will be totally dedicated to volunteers.

CHAPTER 6:

PROJECT STEERING AND INFORMATION SYSTEMS

After the organisational structure has been drawn up and a direction has been chosen, procedures must be put in place to ensure the project stays on course. Effective steering is needed to cope with any unforeseen situations or uncertainties encountered along the way.

1. Why use a steering system?
- To monitor and meet the objectives that have been fixed
- To take into account unforeseen situations and uncertainties within the project
- To regularly audit the project
- To clearly show the status of the project and any current difficulties
- To circulate appropriate and ranked information about the status to the project team
- To provide short-term confirmation of the action plan
- To organise and motivate the team around current priorities

In short, to ensure the right decisions are taken at the right time and by the right people.

2. Steering by physical progression, steering by risks

In order to ensure a permanent balance between usable resources, qualitative results and deadlines, the project managers must have a method, based on a project outline, for steering collective and individual actions.

This method, which is based on measuring physical progress and on **variance analysis,** must not be limited to the static identification of progress or delays; it should provide a dynamic evaluation of the risks connected with the nearest future key events at any time "t".

The evaluation of the risk will measure qualitative, budgetary and deadline aspects, as well as any legal, commercial, human, technological or political impacts.

The particularity of event project management is the combination of elements that are decided in advance with others that are integrated during the steering phase (evolution of the context, income and expenditure). Projects are similar to strategies in that they have to take into account what has been decided and what actually happens.

Steering must use tools that model the **80% that is "structural" certainty,** and integrate the **20% of "circumstantial" uncertainty.** This information should be summarised using a simple, decision/action tool, such as a **management chart.**

Project management chart at D -365				
Project structure	**Risk analysis**		**Current project status**	**Decisions to be taken**
Sport	⬛	↘	**Sport Status**	**Sport Decisions**
Infrastructure / Facilities	🟩	↗	**Infrastructure / Facilities Status**	**Infrastructure / Facilities Decisions**
Marketing / Public relations	🟩	↗	**Marketing Status**	**Marketing Decisions**
Technology	⬜	↘	**Technology Status**	**Technology Decisions**
Services	⬛	↗	**Services Status**	**Services Decisions**
General administration	⬜	↗	**OC Structure Status**	**OC Structure Decisions**

Key	🟩	Conform and/or satisfactory	⬜	Difficulties that can be resolved by the project leader	⬛	Major difficulties to be added to the agenda of the project management meeting

* OC : Organisation Committee

Figure 14 - Example of a management chart:
formalisation and visualisation of a project review at an instant t. (Source: Algoe)

3. Project review meetings

The agenda for these decision/action project review meetings should cover the identification, evaluation and ranking of risks.

Project review meetings are not project status meetings; they are meetings for taking decisions. They are for comparing the actual situation with the planned trajectory, for identifying any discrepancies, and for ranking and "prioritising" risks so corrective action can be taken. They should not only list what remains to be done; they must plan for the near future. Each meeting should produce a decision statement and an action list for each of the participants.

The guiding logic for these meetings can be summarised as follows:

- "Here is the current situation regarding deadlines, the budget and qualitative content"
- What are the discrepancies or overshoots with respect to the project timetable?
- Here are the reasons or explanations, and the effects on objectives
- What is the evaluation of the risks and their ranking?
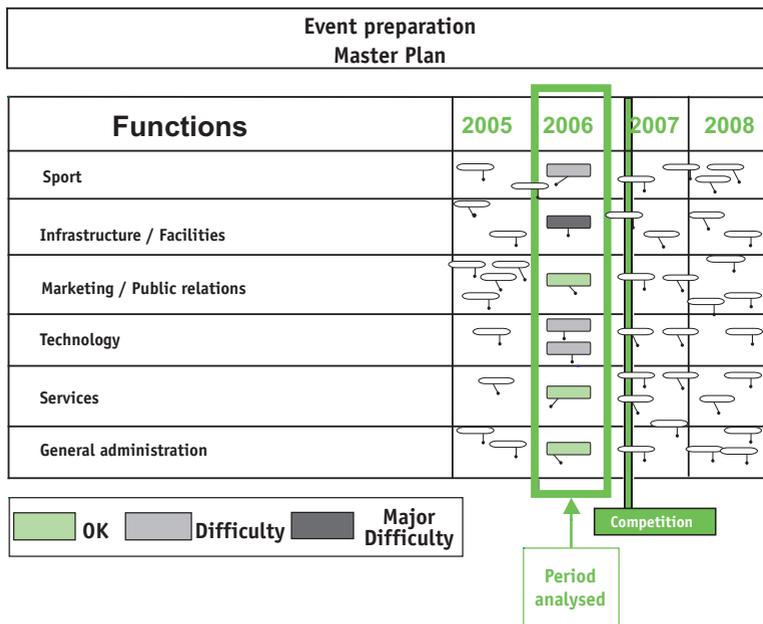- Here are the decisions and actions that must be taken today"

Figure 15 - Example of Master Plan (Source: Algoe)

During a project review the analysis of the physical status and risks to the actions and deliverables is limited to the time window under consideration.

4. The role of the project manager

The project manager ensures that the project's technical, financial and **time objectives,** as well as its political, social and media objectives are met, despite events (positive or negative) that may affect progress. Positive events are **opportunities** that should be encouraged and concretised (e.g. accelerating the construction of planned infrastructure). Negative events are **risks** that will be subject to covering actions (e.g. set up snow guns and snow stockpiles to make up for a lack of snow during a ski competition).

5. Information and communication circuits

Information flows, administrative, technical and financial processes, and studies and related tasks all have to be managed. Therefore, it is essential to have an effective information and communication system to control the flow of information.

Amongst other things, it is necessary to knit a "meshwork" of skills capable of creating and maintaining the bridges needed to control such a complex process and to ensure the coherence of each "project" function with the global project.

Given the multiplicity of considerations and the temporary nature of the organising body, it is important for internal channels to be organised so any person wishing to share his or her opinions and proposals can reach "the right person" at "the right level" and at "the right moment" in the decision-making process. Making information available on an Intranet system is not sufficient. Global steering requires quick and effective decision-making processes that cover no more than three hierarchical levels.

There is a close link between the distribution of information and commitment to the project.

Chapter 7:
Customer approach

By adopting a customer approach, the organising committee creates the conditions needed to best meet the expectations of the event's stakeholders.

1. Why use a customer approach?

Why use a customer approach? Why should stakeholders be thought of as customers? These questions may seem surprising but they are justified in so far as the event can be considered a product that is consumed by the different stakeholders: the participants, the spectators and television viewers, public institutions and the media, etc. The organisation must put itself into a position that allows it to best serve all individuals and institutions, whether they are pure consumers of the event or whether they participate in producing it.

This task is made more difficult by the fact that sports events involve large numbers of stakeholders and each stakeholder requires a different service.
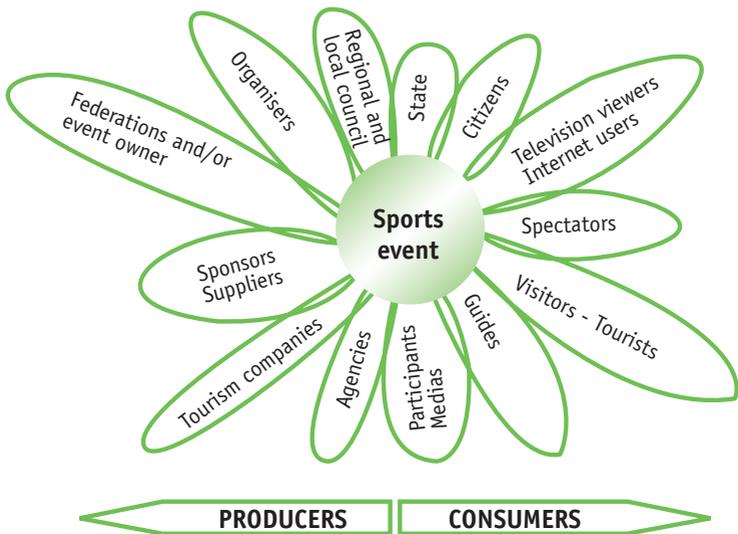

Figure 16 - The stakeholder daisywheel (Source: Algoe)

2. Understanding the expectations of stakeholders in order to design and develop an appropriate service offer

The first concern of the organising committee is to meet the obligations defined in the specification imposed by the rights holder. A more complete understanding of stakeholder expectations is then required if obligations towards these stakeholders are to be fully met.

Without necessarily using the full range of marketing methods (in particular, time-consuming quantitative surveys), the organising committee should try to determine the different expectations of the event's customers [7]. The following table provides a summary list – not comprehensive – of the general objectives of each type of stakeholder.

Participants	Sports Federations	Medias	Partners and sponsors	Local authorities	Spectators	...
Competition in accordance with regulations

Organisation and environment in which athletes can perform at their best | Competition in accordance with regulations

Promote the discipline

Encourage future bids | An exciting spectacle

Good and efficient working conditions | Use the event to increase image awareness

Generate profits

Internal mobilisation | Use the event to increase image awareness

Economic and tourist development

Internal mobilisation

Develop a policy for holding events and build up skills in this field | An exciting spectacle

Comfortable conditions in which to watch the event

Associated events and activities | |

Table 2 – Expectations of the different stakeholders

3. Defining a level of service

As well as meeting their general objectives, stakeholders expect a certain number of services and a certain level of service.

It is up to the organisers of a sports event to determine the level of service they want to offer, both to each stakeholder and for each type of service. This task can be carried out with the help of a grid, such as the one shown below.

Customers / Services	International Federation	National Federation	Teams of athletes	Partners and their guests	VIPS	Journalists	TV and technicians	Spectators	Organisers	...	Definition of level of service
Information before and during the event											For example: The event owner's specification stipulates a shuttle-bus service to transport the athletes from their accomodation to the competition site, with a journey time of no more than 15 minutes and a minimum frequency of 1 bus every 10 minutes.
Reception											
Accreditation / access											
Gifts											
Transport											
Accommodation											
Catering protocol											
Entertainment											
...											

Figure 17 - Customer services analysis grid (Source: Algoe)

This grid is used to check that all necessary steps have been taken to ensure the provision of the different services. During the event-structuring phase, it can also help define the content of the project and size the resources.

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7. For more information on this subject, see Chapter 2, Marketing and public relations.

CHAPTER 8:
QUALITY MANAGEMENT

Quality can be defined as the comparison by the customer of the expected service and the service received. The aim of quality management is to ensure that the level of service provided corresponds to the level that was defined. Quality management is designed to be a continuous improvement process centred round customer expectations. In the case of regular events, it also enables the organisation to become more professional and ensure its long-term future.

1. Quality management and sport

At first glance, the reasons for introducing a quality approach to the organisation of a sports event are not self-evident.

Until recently, the sports movement was built on the establishment of sporting and technical rules, and on the desire to attract the largest possible number of members, thereby "pushing 'customer' expectations to one side and ignoring the 'customer's' point of view"[8]. Furthermore, the intermittent character of sports events does not easily lend itself to a quality management approach.

However, regular sports events and itinerant events that require long preparation can be subject to continuous improvement processes. Some of the principles of quality systems can also be applied to many other events.

Quality management provides a response to the growing demand for professionalism in the organisation of sports events and it provides organisations that have large numbers of non-professional, volunteer staff with some valuable tools.

2. Why apply a quality system?

Quality systems were devised by the manufacturing and services sectors to ensure customer satisfaction through the provision of services that meet customer expectations.

They use an analysis of an organisation and its production methods to identify and reduce any malfunctions. As well as these general considerations, a quality system can be oriented towards:

• Customer satisfaction
• Improving the quality of services
• Reducing environmental impact
• Reducing operational risks
• Rationalising the use of resources
• Ensuring the organisation is not dependent on any single person

The implementation of a quality system will improve the quality of the organisation. It may also lead to the award of a "quality label" but this should not be considered the prime objective.

3. The principles of a quality system

The objective of all quality systems is to improve the quality of the product or service provided to the customer. For sports events, the minimum level of service is often defined by the rights holder. Quality management founded on the principle of continuous improvement takes this a step further. It requires the service provider to

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8. Nancy Favre, La labellisation ou l'adaptation d'un système qualité par les événements sportifs, in Chappelet et al., 2005 (in press).

be reactive and pro-active and to develop an empathy for the customer's requirements that goes beyond the simple respect of contractual undertakings.

It also means improving and increasing the reliability of the service production process and enables the organising body to enhance its effectiveness and efficiency. By examining the way in which a sports event organising committee operates, it is possible to more fully understand the processes involved in guaranteeing the provision of quality services. These processes can be associated with various activities.

For example, the quality system drawn up for the "Valais Excellence" project distinguishes 13 major processes, which can be classified as follows: [9]

The 4 event **management processes**	Stategic planning	Concern **the preparation and post-operation phases** of the event
	Environnment and security	
	Evaluation and improvement	
	Marketing and public relations	
The 5 **service provision processes**	Participant services	Concern the **operations phase** of the event
	Spectator services	
	Media services	
	Sponsor and donor services	
	Local (public and para-public) authority services	
The 4 **resource management processes**	Human resources (staff and volunteers)	Concern all 3 phases of the events: **preparation, operations and post-operation**
	Financial resources	
	Logistic and technical resources	
	Information resources	

Table 3 – The 13 processes that may be subject to a quality system

Source: Chappelet and Favre, Valais Excellence Final Report: solution "events", Lausanne, IDHEAP, 2004.

For example, the "Environment and security" process includes five activities:
• Analysis and monitoring of legal obligations
• Identification and evaluation of significant environmental aspects
• Evaluation of health and security risks
• Definition of operational control elements
• Measuring the results of the process

The tools and reference documents used to run each of these activities ensure they are carried out well. By formalising processes and activities within such a system it is possible to ensure a large degree of continuity in the organisation of regular events, even when they are staged mostly by volunteers.

4. Certification

Once a quality system has been set up, an organising committee may apply for a "quality label" to validate the approach that has been implemented. Certified quality systems are still rare in the field of sports events, but two examples can be cited:

The organisers of the Grand Raid Cristalp (a mountain bike race that has been held in Switzerland every August since 1990 and which now attracts 4000 participants) have implemented a quality system based on the tools used by the Valais Excellence programme. This system is currently undergoing certification.

The "Kerzerslauf" foot race, in the canton of Berne, has appointed a quality manager to the management board. The event achieved ISO 9001 certification in 2002 and is now aiming towards ISO 14001 certification.

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9. For more information about "Valais Excellence", see Nancy Favre's presentation http://www.sentedalps.org/index.asp?nolangue=1&NoPage=74 and the "Valais Excellence" website http://www.valais-excellence.ch.

CHAPTER 9:
EFFECTS ON THE HOST REGION

The interest of local authorities in sports events and festivals is not new. Like private sponsors, they expect a return on their investment in terms of renown, image, stimulation of the local economic fabric or social cohesion.

1. Multiple effects

Events – when they are successful – promote the host region locally, nationally and internationally. They raise the profile of the organising region and its economy much more effectively than any classic advertising campaign. They promote a culture of openness and develop an international outlook.

Every aspect of the region is affected: infrastructure and facilities, economy, image and identity, social fabric and networks of people and organisations. Although many of these aspects do not fall within the remit of the organisers, the organising committee must consider, right from the initial planning stage, the links between the event and the region, especially in the case of a regular event. In its relations with the region, the organising committee must favour creativity and cultivate realism in order to avoid post-event dissatisfaction. To this end, a few simple questions should be raised.

2. The questions to be raised

Sports facilities
- Will the facilities (stadiums, sports halls, grandstands, etc) that are created for the event be abandoned or will they be adapted to benefit the local population?
- In this case, have operating costs and contracts for running these facilities been foreseen?

Infrastructure and reception facilities
- Does the project require the creation, restructuring or acceleration of infrastructure projects?
- What will be the impact on road, rail and airport facilities?
- What will be the drinking water requirements during the event? What impact will the event have on the treatment of wastewater? On the collection and treatment of rubbish?
- Will the preparations for the event have a negative or a positive effect on the environment?
- Will the event require improving the accommodation offer or the architectural quality of the area's buildings?
- Does the project include the restoration of remarkable sites and buildings, footpaths, churches or historic monuments?
- Does the region have an adequate range of museums, cultural centres and entertainment centres?

Local finances
- Will the finances of the authorities (districts, counties, regions, State) that are staging and underwriting the event be durably weakened or will they be able to absorb the consequences of this exceptional investment effort?
- Is the event likely to generate new sources of revenue that it would be impossible to obtain in other circumstances?

Tourism and economy
- Will the event include measures aimed at improving the tourist and accommodation offer?
- Will the organising body call upon the services of local companies?
- Will the event reinforce the identity and image of the region?

Political sphere
- How does the event fit in with existing policies?
- Will it be beneficial or detrimental to its promoters, supporters and project leaders?
- Will the project's volunteer programme involve the local population?
- Will the event create social cohesion? Will it bring communities together?
- Is the event part of a policy of hosting events?

3. The particularities of regular events

The effects of an event on a region have been summed up as "the durable effects of the ephemeral". These effects are greatly reinforced when the ephemeral is repeated. A large number of the remarks that have been made about the organisation of an itinerant sports event and its relations with the host region also apply to regular events. Nevertheless, regular events have their own particularities.

A region that would like to host events on a regular basis has two options. Either organise different types of event regularly, or organise the same event at regular intervals. In both cases, the effects are identical: the gradual creation of a network of interested parties and pre-identified potential partners, the development of a skills pole and a pool of trained volunteers, and the capitalisation of methods, tools and processes. These events generate an activity that helps promote and develop the region. Hence, some winter sports resorts organise events in order to develop their business at the beginning or end of the season, for example, the Critérium de la Première Neige at Val d'Isère.

The example of the Haute-Maurienne

The organisation, in January 2004, of the World Junior Biathlon Championships was carried out as part of the local development policy for the Haute-Maurienne. The organising body was set up jointly by Savoie "Départemental" Council and the Haute-Maurienne Vanoise Association of District Councils. The valley chose biathlon, as it is a sport that falls within the hosting and organisational abilities of an area that has only 2500 inhabitants. It was also coherent with the area's image: outdoor sports/unspoilt environment of the Haute-Maurienne.

The strategy that was followed was centred round three principles:

• The successive organisation of several events, mostly, but not exclusively, biathlon competitions (exceptions include the Grande Odyssée sled dog race)
• The construction of top-quality sports facilities, which are essential for hosting international competitions (Bessans biathlon arena)
• The development of sports event organisation skills by members of the local community

These projects built up cooperation between the area's villages, which are not used to working together, in order to improve the area's accommodation structure and to develop a true culture of welcoming visitors. An assistance programme was set up to help hoteliers and restaurateurs modernise their offer. The objective of this approach was to meet the demands of the international biathlon federation and of the top-class athletes who come to the site to compete or to train, and to improve the quality of the area's tourist facilities.

In the low season, outside competition periods, Bessans biathlon arena is used by athletes for training, thereby optimising the use of the accommodation outside the peak tourist season. As a result, the area's facilities are regularly used both by local clubs and by teams from abroad.

The experience and skills acquired can also be applied to organising other events. It is planned to gradually organise larger biathlon competitions, with the aim of hosting a World Championships within the next five to ten years.

The benefits for the area include a range of skills acquired by a group of around 300 volunteers, who are listed and available outside the sports sphere (for example, in the case of a major accident). Furthermore, these people have developed a real sense of camaraderie. This strategy has also helped open the region to the outside world and raised its profile.

CONCLUSION

A sports event organising body is a complex system of people, resources and actions. The objectives of this system go much further than the staging of a competition to encompass the creation of an event that will attract a national or international audience. The greater the interest generated by the event, the easier it is to attract public and private partners.

It is also a temporary system, an organisation that must bring together practical and abstract elements and whose demise is programmed in advance. This organisation must incorporate extremely severe constraints, not least of which is the need to deliver the event on time - the watch cannot be stopped! It must guarantee results not resources. Even though the organising body may not have any previous experience in the field, mistakes are not permissible. Therefore, it must focus on the essential and draw-up a risk management strategy.

It must also be capable of evolving. The planning stage is very different from the organisation phase, so the relationships between tasks and people must be continuously reviewed: "people must change, or change the people" must be the organiser's constant watchword.

Given the competition between events and between regions, the organisers must be highly professional. The organising body should use project management tools to ensure the terms of the rights holder's specification are met and that the interests of the event's public and private partners are respected in terms of quality and budget management.

The organising structure should take into account both the conceptual and the concrete aspects of the event, as the quality of the result depends on achieving a judicial blend of the two. The organisers must be capable of channelling local energies, whether they come from sporting, economic or political circles. This is why it is important to give a physical shape to the event, right from the preliminary ideas stage. An event's values, "basic concept" and links with the region should be used to give it a personality and make it unique.

An event is much more than a sporting competition. A major event can forge an identity and create solidarity, bringing people together, giving them a sense of belonging and reducing parochialism. Somewhat paradoxically, the years of preparation required to produce a few days of sporting celebration can have effects that continue for more than a generation.

The work carried out by the Sentedalps network has revealed the existence of a pool of expertise and a common approach to the organisation of sports events within the Alpine space. This approach is based on tried and tested planning, management and mobilisation techniques that never loose sight of one essential factor: the organisation of a sports event is first and foremost a human adventure.

Every event-driven project is, at least partially, built upon a dream and the energy that comes from the pleasure of creating something together. For all the people who contribute to the project, this adventure should be one of their greatest memories. It is in this way that an event's success will be measured.

CASE STUDIES

MOUNTAIN BIKE WORLD CHAMPIONSHIPS
SEPTEMBER 2004
LES GETS – FRANCE

Person interviewed: Christophe MUGNIER, Race Director

Key factors in the event's success

- Success with the public (100,000 spectators)
- Policy to develop and improve organisational skills
    - Youth championship
    - French Cup, Descent (1992, 93, 94, 95)
    - French Championships (1995)
    - World Cup (1996, 98, 99 and 2000)
    - Final of the World Cup (2002)
- Combination of local facilities and organisations (Tourist office, ski lift company, Les Gets Evénements public-private partnership company)
- The area is a well-known mountain-biking centre

Size of the event

N°	Criteria	Quantity
1	Number of athletes or participants	1,050
2	Number of delegations or participating countries	49
3	Number of journalists	250
4	Hours of television coverage	NC
5	Income from sponsorship (private companies)	NC
6	Other income	1,500,000 €
7	Number of days of competition	5
8	Number of volunteers	320
9	Number of spectators	100,000
10	Number of people with accreditation	2,358

Contractual relationship with the International Cycling Union

• The International Cycling Union (UCI) provided organisation guidelines.
• The organisation committee paid CHF 300,000 to the UCI.
• The organisation committee was responsible for the financial management of the event, with guarantes from the local council
• The UCI provided the committee with a complete timing system and the accreditation system (tools, supports).
• The UCI owns all the television rights. The organiser was responsible for the production of television pictures

Relationship with the local authorities/local organisations

• The event was used to provide publicity for the "Portes du Soleil" area and to help attract Tour Operators

Television coverage organisational function

• Limits of responsibility:
  - Receipts went to the UCI
  - Expenses were paid by the committee: 200,000

• Choice of service provider (pictures + overlays and graphics)
  - Preparation of a specification validated by the UCI: July 2003
  - Call for tenders from 5 service providers: September 2003
  - Choice of CIS (Monaco): March 2004

• During the event, the committee provided parking space for the outside broadcast control room, as well as power and maintenance.

• The management of last-minute requests was difficult but essential, given the importance of the event for the resort in terms of image and exposure.

Recommendations

• The juridical structure of the event was based on individual contracts between the two parties:
  - Sports Association – Les Gets Evénements public-private partnership company
  - Sports Association – Ski lifts public-private partnership company

• The support of the local council is essential

• "Dream large, start small": gradually build organisational skills and expand objectives.

Canoe/Kayak Slalom World Championships
August 2002
Bourg Saint Maurice – France

Person interviewed: Jean CLEMENT, Administrative Manager

Key factors in the event's success

- Quality of the site is appreciated by canoeists.
- Suitability of the site for the event, the area has become associated with the event
- Weather conditions
- Results of the national team
- Management method: tool for optimising resources and deadline management

Size of the event

N°	Criteria	Quantity
1	Number of athletes or participants	300
2	Number of delegations or participating countries	39
3	Number of journalists	171
4	Hours of television coverage	1hr on terrestrial channels 14hrs on cable-satellite channels
5	Income from sponsorship (private companies)	250,000 €
6	Other income	1,000,000 €
7	Number of days of competition	5
8	Number of volunteers	350
9	Number of spectators	15,000
10	Number of people with accreditation	1,600

Organisational structure

- Non-profit association that brought together members of the worlds of politics (Rhône-Alpes Regional Council, Savoie "Départemental" Council, Bourg Saint-Maurice Town Council), sport (International Canoe Federation, French Canoe-Kayak Federation - FFCK, Rhône-Alpes League, Savoie Committee, local clubs) and State institutions (Ministry of Sport, Prefecture of Savoie, Consular Chambers, etc).

- Operational team: strong involvement of Savoie Tourist Board, with its expertise in events management, alongside technicians from the FFCK, the local council (technical services department, sports department), Bourg St. Maurice-Les Arcs tourist office and the "département's" canoe clubs, etc.

- Activation of the network of politicians, sportspeople and volunteers who had been associated with the organisation of other major sports events in Savoie.

Systems used for information management

- A financial management tool capable of integrating expenditure commitments (different to an accounting tool, which does not take into account forecasts).
- A project modelling tool (what needs to be done) was used to help with project planning
- Meetings of Commissions and general coordination meetings
- The financial management tool allowed the Management Team to monitor the expenditure committed and the state of the budget.
- General coordination meetings provided opportunities to regularly review the current situation with the entire organisation team, to check that objectives and deadlines were being met and to exchange information. Minutes of the meetings were automatically circulated by e-mail or by fax.

Recommendations

- Define the organisational structure more precisely and improve the decision-making process
- Ensure that procedures are strictly defined
- Have a precise vision of the positioning of the event
- "Anticipation brings freedom"

Canoe/Kayak Wildwater World Championships
From 29th may to 2nd june 2002
Valsesia – Italy

Person interviewed: Paolo FERRARIS, President of the Organisation Committee

Key factors in the event's success

- The enthusiasm with which the region welcomed the event
- Partnerships with and involvement of the authorities
- The personalised management of volunteers
- Transparency of information within the organisation
- The use of smaller events to develop the expertise needed to hold large events
- The press and media strategy

Size of the event

N°	Criteria	Quantity
1	Number of athletes or participants	480
2	Number of delegations or participating countries	23
3	Number of journalists	100
4	Hours of television coverage	20 hours
5	Income from sponsorship (private companies)	153,000 €
6	Other income	450,000 €
7	Number of days of competition	5
8	Number of volunteers	300
9	Number of spectators	30,000
10	Number of people with accreditation	NC

Contractual relationship with the holder of the rights to the event

- First, the operating rights were symbolically ceded to the Organisation Committee by the International Canoe Federation. Then, the television rights were attributed to the Italian TV channel RAI, as this would increase the standing of the event in the eyes of potential sponsors. The marketing rights were directly managed by the Organisation Committee (OC).

Organisational structure

- The project was set up as an Association that brought together the Italian National Olympic Committee (CONI), the local authorities, the association of local trades people, the organisations responsible for promoting tourism in the area and the Valsesia Canoe Club. This Association was dissolved in December 2002, six months after the end of the competition.

- The Association was organised into 5 commissions:
  - Technical and sports commission
  - Regional development commission
  - Finance and sponsoring commission
  - Press and marketing commission
  - Event and ceremony commission

1 President/commission = the Board of the Organisation Committee (OC)

- In several technical and logistical fields, the work of the organisers was greatly simplified by the fact that the town council was a member of the technical and sports commission.
- The Organisation Committee met every week. Meetings of the five commissions were held whenever required by the demands of the project, with meetings becoming more frequent as the project advanced. A report was drawn up and sent to the President of the Organisation Committee after each meeting.
- Each commission was accorded a degree of autonomy; however, decisions had to be traceable and they were systematically referred to the Organisation Committee.

The management of volunteers
- The event was almost exclusively organised and run by volunteers (800 volunteer-days). The only person employed by the Organisation Committee was a secretary. Security and safety were placed in the hands of the police and volunteer professional rescue personnel.
- Volunteers were recruited via advertisements in the press. They were given training in three different fields: computing, languages and regional knowledge.

Financial support
- The total budget for organising the event was 450,000, which was provided by:
  - Italian Canoe Federation - 4%
  - Piedmont Regional Council - 36%
  - Sponsors - 34%
  - Tourism industry - 15%
  - Province of Vercelli - 10%
  - CONI - 1%
- The budget did not include expenditure on infrastructure: a sum of around 1 million that was invested by the local authorities.
- There were no receipts from ticket sales as spectators had free access to the riverbanks.

Recommendations
- Make sure volunteers are capable of doing a professional job (training or presence of voluntary professional rescue workers).
- Adopt a strategy of "continuity", by holding "practice events".
- Ensure the region has the required accommodation capacity
- A partnership with a television channel is essential (cost/publicity/sponsorship).

GRAND RAID CRISTALP
ANNUAL EVENT HELD IN AUGUST
VALAIS – SWITZERLAND

Person interviewed: David GINOLET, Vice-president

The GRC is the biggest mountain bike race in Switzerland. It is held every year, in August.

Key factors in the event's success
- The site
- The quality of organisation
- Original public relations

Size of the event

N°	Criteria	Quantity
1	Number of athletes or participants	4,000
2	Number of delegations or participating countries	21
3	Number of journalists	72 journalists 35 media representatives
4	Hours of television coverage	2hrs live (TSR)
5	Income from sponsorship (private companies)	CHF 430,000 (exc. TV)
6	Other income	CHF 950,000 (exc. TV)
7	Number of days of competition	1
8	Number of volunteers	1,150
9	Number of spectators	30,000
10	Number of people with accreditation	350

Quality management
- As part of its drive for continuous improvement, the Organisation Committee has implemented ISO 14001 (environment) and ISO 9001 (quality) procedures.
- This approach, which was set up to ensure the long-term success of the event (by adopting a system based on structures rather than on individuals), is part of a larger programme, known as "Valais Excellence".
- ISO certification facilitates the definition of recommendations and can be thought of as an organisation guide. Best practice guidelines have been introduced for the following areas:
    - Management
    - Services (management of participants)
    - Resources (financial)

Recommendations
- Quality certification provides guarantees that facilitate the search for financial support.
- Base the organisation around long-term structures and appoint a general manager with a clearly defined mandate.

Street Hockey World Championships
7th to 14th June 2003
Sierre – Switzerland

Person interviewed: Sébastien PICO, General Secretary

Key factors in the event's success

- The organising team was composed of volunteers, but they were all experts in their fields and very professional.
- Involvement of the local population
- Involvement of the Swiss Street Hockey community

Size of the event

N°	Criteria	Quantity
1	Number of athletes or participants	300 (12 teams of 25)
2	Number of delegations or participating countries	12
3	Number of journalists	+/- 100
4	Hours of television coverage	NC
5	Income from sponsorship (private companies)	CHF 450,000
6	Other income	CHF 880,000
7	Number of days of competition	7
8	Number of volunteers	500
9	Number of spectators	25,000 (free, except the finals)
10	Number of people with accreditation	+/- 1,500

Contractual relationship with the holder of the rights to the event

- Contract between the International Street Hockey League, the Swiss Federation and the Organisation Committee under which the Organisation Committee agreed to meet a specification.

- The marketing rights were not subject to any restrictions, as the International Street Hockey League does not have any partners.

Organisational structure

- The Organisation Committee was set up as an Association. It comprised a President and a six-person management board, which met once a week during 2002 and the first quarter of 2003.

- An expanded committee of 20 people, representing all the interested parties – politicians, regional and local authorities, the worlds of sport, commerce, business and education – met once a week.

- Meetings of commissions were held regularly.

- The entire Organisation Committee was made up of volunteers who were experts in the fields for which they were responsible. One salaried staff member was employed, on a part-time basis, for one year.

- Information (minutes of meetings, etc) was circulated by e-mail.

Positioning of the event
- Overall, there were no changes in the concept between the bid and the World Championships. The Organisation Committee had a three-fold objective:
    - Provide publicity for the town and improve its image
    - Develop interest in playing street hockey
    - Involve young people

- To meet the third objective, a large number of actions were set up to get school children involved in the event: geography lessons about participating countries, street hockey courses, tickets for matches, etc.

Recommendations
- The organisation of the main competition must not be neglected, even when a large number of subsidiary events are also being organised.

- Ensure the local population becomes involved.

- Keep volunteers motivated throughout the organisation process.

Junior and Youth Biathlon World Championships
January 2004
Haute Maurienne, France

People interviewed: Armelle DEVINANT, Director of the Organisation Committee, and Hervé FLANDIN, biathlon expert

Key factors in the event's success

- Presence of experts on the Organisation Committee
- The members of the Organisation Committee were very highly motivated
- Large network of volunteers, from which suitably qualified task leaders could be chosen

Size of the event

N°	Criteria	Quantity
1	Number of athletes or participants	450
2	Number of delegations or participating countries	35
3	Number of journalists	30
4	Hours of television coverage	0
5	Income from sponsorship (private companies)	+/- 130,000 €
6	Other income	610,000 €
7	Number of days of competition	8
8	Number of volunteers	180
9	Number of spectators	4,000
10	Number of people with accreditation	+/- 250

Deadline management

- A list of tasks and a timetable were drawn up (without the help of project management software). A planning chart was compiled (using Excel) by the project coordinator, who chased up the people responsible for each action.
- In accordance with the principle of subsidiarity, each member of the Organisation Committee was co-responsible for meeting the deadlines for the tasks for which he/she was responsible.
- The main difficulty was in training and bringing up-to-date new arrivals (volunteers), to ensure they rapidly become operationally effective.

Organisational structure

- The event was organised by the Haute-Maurienne Vanoise Association of District Councils, a public body that was set up to promote inter-district cooperation.

- A monitoring committee was set up, bringing together representatives of the Minister of Sport, Rhône-Alpes Regional Council, Savoie "Départementale" Council and the French Ski Federation.
- The results of the regular coordination and technical meetings were used to prepare progress reports and to up-date the planning chart.

Recommendations

- Concentrate on organising the sporting aspects of the event, but do not neglect publicity.
- Accommodation must be of excellent quality
- Anticipate and organise the "post-Championships" phase: storage, equipment inventories, maintenance, etc.
- Ensure all the local councils are represented on the Organisation Committee, so that tasks can be shared and so all the interested parties have an active role to play and are united around the project.
- "Double-up" certain key roles to avoid leaving gaps if someone withdraws from the project.
- Delegate, but supervise!

Winter Universiade Innsbruck/Seefeld
December 2004 to January 2005
Innsbruck/Seefeld – Austria

Person interviewed: Martin SCHNITZER, Assistant to the General Secretary

Key factors in the event's success

- Strong support from the local authorities.
- Effective internal and external public relations.
- Involvement of experienced partners and outside consultants in the project.

Size of the event

N°	Criteria	Quantity
1	Number of athletes or participants	1443
2	Number of delegations or participating countries	50
3	Number of journalists	193
4	Hours of television coverage	450.3
5	Income from sponsorship (private companies)	600,000 €
6	Other income	8,400,000 €
7	Number of days of competition	11
8	Number of volunteers	804
9	Number of spectators	85,000
10	Number of people with accreditation	5,000

Contractual relationship with the holder of the rights to the event

- Rights attribution contract signed in October 2002, when the Universiade was awarded to Innsbruck/Seefeld.

Budget

- The rights to the receipts from the event were ceded, free-of-charge, to the Universiade Organisation Committee. Merchandising costs were only just covered by receipts and the tickets for the events were free. Subsidies totalling 6,500,000 were provided by the four public bodies involved in the project. Fifty private partners and four semi-public bodies also provided financial support for the organisation of the event. The cost of large-scale facilities was not included in the budget.
- A chartered accountant helped manage the financial aspects of the project.
- Division of expenditure between major budget items:

Sport		Medical services	113
Sports organisation	480	**Marketing**	
Sports venues	635	Public relations	800
Volonteers	336	TV	420
Operations		Ceremonies	300
Accomodation	832	**Administration**	
Catering	545	University Cooperation	80
Transport	275	Personnel	1 200
Temporary infrastructure	303	Administration	1 377
Technology	594	**Total**	**8 390**
Security	100		

Figures in thousands of euros

Public relations and marketing

- Vision statement
- Our vision for the Winter Universiade Innsbruck/Seefeld 2005 (WU 2005) is to promote elite sports for university students and thus the idea of peace, mutual respect and understanding between young people.
- Mission statement
- Our mission for the Winter Universiade Innsbruck/Seefeld 2005 is to provide a general framework for the event that facilitates positive experiences for participants and spectators, particularly through high-level sports competitions and international encounters.
- Motto
- "Young spirit of excellence", the motto of the 2005 Innsbruck/Seefeld Universiade, has a double meaning. Firstly, the event, which brings together university students and athletes from all around the world, is designed to promote social contact, friendship, fair-play and understanding between peoples. Secondly, the Organisation Committee pays homage to the athletes, for whom the search for perfection expresses their physical and mental capabilities.
- Positioning
- The 2005 Universiade is a true university sports event, in that it is "run by students for students". The traditional Winter Universiade range of events was expanded by adding sports such as Women's Ski Jumping and Snowboarding, which are especially popular among young people.
- The 2005 Universiade is a unique experience for participants, allowing them to "Feel the Innsbruck Spirit of Excellence".
- Innsbruck/Seefeld is the perfect location for the winter games, offering the unique atmosphere of a university city in the heart of the Alps.

Recommendations

- Clearly define a strategy and stick to it.
- Adopt project management methods.
- Organise "test" events.
- Train volunteers and include them on the Organisation Committee.
- Have faith in the success of the project from the beginning to the end.

Junior Alpine Skiing World Championships
20th to 27th February 2005
Bardoneccia – Italy

Person interviewed: Enrico ROSSI, Manager of the Organisation Committee

Key factors in the event's success

- Exceptionally well-prepared runs
- A ski club with more than 100 years' experience
- A top quality welcome combined with flawless organisation
- The perspective of the Olympic Games
- An ideal time (end of February, one year before the Olympic Games)

Size of the event

N°	Criteria	Quantity
1	Number of athletes or participants	300
2	Number of delegations or participating countries	39
3	Number of journalists	20
4	Hours of television coverage	1
5	Income from sponsorship (private companies)	22,500 €
6	Other income	40,000 €
7	Number of days of competition	7
8	Number of volunteers	52
9	Number of spectators	600
10	Number of people with accreditation	1050

Contractual relationship with the holder of the rights to the event

- The organisers ("Bardoneccia 2007 Committee") hold the rights to the event. The Committee is affiliated to the Italian Ski Federation (FISI). There was no contract, only a letter of attribution. The Italian Ski Federation did not provide any material support.

Organisational structure

- The Junior Alpine Skiing World Championships were organised by an Association that brought together members of Bardoneccia Town Council, the town's ski club, the hotelier's association, local tourism agencies, the association of local trades people and the ski school. This association will remain active until 2007, because some of the events for the 2007 Turin Universiade will be held in the area.

- The Association has ten departments, which report to the general management: accreditation, accommodation, competition, medical, press, ceremonies, logistics, security, ski-slope equipment and rescue.

- General management meetings involve the seven members of the Organisation Committee. Progress and coordination meetings only involve the three or four people concerned.

- Publicity for the event was managed by a professional in the field, a member of a local press agency.

Organisational functions

- **Safety and security**
  - Safety was the responsibility of the installation company's safety manager.
  - The medical services, particularly accident and emergency services, were on special stand-by during the competition.
  - The accreditation system, using a magnetic card, was provided by one of the event's sponsors (Skidata) in exchange for free ski passes for company personnel.

- **Transport and accommodation**
  - The Organisation Committee took sole responsibility for the small number of delegations that arrived by air. Each team had its own transport.
  - Management of the accommodation was awarded to a private organisation from Bardoneccia with expertise in this field.
  - An agreement was signed with local restaurants, under the terms of which the bills for the meals taken by the ski-slope and competitions office personnel were paid by the Organisation Committee. A person was appointed to manage this sector.

- **Sponsoring**

  A meeting with the sponsors was organised (dinner in a luxury restaurant) and the occasion was used to distribute sponsors' products.

- **Ceremonies**

  The opening ceremony (the highlight of which was a musical show) was organised by Bardoneccia Town Council.

CROSS COUNTRY WORLD CHAMPIONSHIPS
MARCH 2005
SAINT GALMIER – FRANCE

Person interviewed: Pierre TOUSSAINT, President of the Organisation Committee

Key factors in the event's success

- The good weather needed to ensure the success of this type of event
- The support of the local authorities
- The example of the 2003 Athletics World Championships, which were a success
- The mobilisation and motivation of the volunteers

Size of the event

N°	Criteria	Quantity
1	Number of athletes or participants	896
2	Number of delegations or participating countries	72
3	Number of journalists	150 to 200
4	Hours of television coverage	1hr 15mins
5	Income from sponsorship (private companies)	60,000 €
6	Other income	85,000 €
7	Number of days of competition	2
8	Number of volunteers	600
9	Number of spectators	46,500
10	Number of people with accreditation	3,016

Contractual relationship with the holder of the rights to the event

- The IAAF had negotiated the rights with Eurovision, but the Organisation Committee was responsible for producing the pictures and for signal production (cost 150,000 exc. tax). In terms of the marketing rights, all of the signs at the site had to be approved by the IAAF.

Organisational structure and the mobilisation of partners

- The Local Organisation Committee (LOC) was formed under the aegis of the Loire "Départemental" Athletics Committee (association status).

- Political relations with the local authorities were the responsibility of the President of the Organisation Committee. Consultations with the IAAF were carried out by members of the French Athletics Federation (FFA).

- A specialist public relations company was employed to carry out marketing with private and public partners.

- The management of technical operations was carried out by the FFA and the LOC.

- The composition of the Committee was as follows:

Staff	A-4	A-3	A-2	A-1
Service providers	1	1	1	1
Seconded staff	20	20	20	20
Volunteers	100	100	150	300
TOTAL	121	121	171	321

The local authorities played a major part in organising the championships. Saint-Etienne City Council, St Galmier Town Council, Greater Saint Etienne Council, Rhône Alpes Regional Council, Loire "Departemental" Council, and the Loire Prefecture provided human and/or material support for the project

Organisational functions

• **Security and safety**

- Security forces were present around the clock during the competition period. Two squadrons of gendarmes were on duty while the delegations were in France.
- The FFA's medical service (doctors, physiotherapists, etc) was responsible for medical care.
- The accreditation system was managed by the IAAF. The cost of 1 € per accreditation was borne by the LOC.

• **Protocol**

- The IAAF took charge of protocol at the event

• **Transport and accommodation**

- As accommodation was provided in a large number of different localities (15 for the athletes, 4 for the press, 3 for VIPs), transport agreements were signed with four coach operators. Additional transport was provided by thirty hire cars, driven by volunteers.
- Negotiations for accommodation were carried out jointly by the FFA and the LOC. Payment, 1/3 on confirmation of the reservation (two to three months before the event) was advanced by the FFA, as the LOC did not have the necessary financial resources to cover this cost.
- Catering was provided by R2C, a member of the Casino Group", which was also a partner for certain actions.

Recommendations

• Call upon the services of experts, especially for legal matters.

• Special attention should be paid to volunteers, without whom nothing is possible.

• Relations with the international federation should not be neglected.

ALPINE SKIING WORLD CUP EVENT
(MEN'S SLALOM)
FEBRUARY 2004
KRANJSKA GORA – SLOVENIA

Person interviewed: Srecko MEDVEN, General Secretary of the Organisation Committee

Key factors in the event's success

• Commitment of the volunteers
• Careful management of the budget

Size of the event

N°	Criteria	Quantity
1	Number of athletes or participants	80
2	Number of delegations or participating countries	25
3	Number of journalists	350
4	Hours of television coverage	75hrs in 25 countries
5	Income from sponsorship (private companies)	NC
6	Other income	1,300,000 €
7	Number of days of competition	2
8	Number of volunteers	+/- 600
9	Number of spectators	10,000
10	Number of people with accreditation	5,800

Contractual relationship with the holder of the rights to the event

• The television rights belonged to the Slovenian Ski Federation. The marketing rights belonged to the Organisation Committee, although 80% of these rights were sold to the company Media Partners. The Organisation Committee marketed the remaining 20%.

• Contractual obligations
  - A contract covering the organisation of the race, the marketing rights and the media rights was signed between the Slovenian Ski Federation, the Organisation Committee and the International Ski Federation (FIS).
  - A contract covering the organisation of the event was signed between the Organisation Committee and the FIS.
  - A contract covering the marketing rights was signed between the Organisation Committee and Media Partners.
  - A contract covering the media rights was signed between the Slovenian Ski Federation and the Organisation Committee.

Budget

- The budget was 1.3 million.

- Ticket sales represented a negligible fraction of the total receipts. Several channels were used to sell tickets:
  - Pre-sales via the Internet
  - Sales by a company with 60 outlets in Slovenia
  - Sales at the race

- No derived products were sold and no direct subsidies were received.

- However, the Organisation Committee received support from several sponsors:
  - 1 partner of the FIS: Audi
  - 4 official partners managed by Media Partners: Colmar, Milka, Rauch and Winterthur
  - 4 sponsors managed by the Organisation Committee: Hypo, Elan, Hit and Lek

- The ski-lift company was responsible for the sporting facilities. They received funds from the European Union to build them (40% of the 2 million invested).

- Tax arrangements
  - VAT at 20% on all expenditure
  - Tax on profits

- Expenditure
  - 35% for the athletes (prizes, accommodation, transport)
  - 20% for temporary facilities
  - 20% for volunteers
  - 25% for other expenditure

- The accounts were kept by an accountancy firm and were monitored on a daily basis. The General Secretary of the Organisation Committee was the only person with the authority to sign orders.

Recommendations

- Be able to adapt to adverse weather conditions.
- Keep volunteers motivated throughout the organisation process.
- Be able to monitor the budget on a daily basis.