



Strategic Sports Event Management

Olympic Edition

Guy Masterman



Strategic Sports Event Management

*Dedicated with love to Emma, Alice, Katy and Edie,
Mum and Dad,
and to Sport and the Olympic Movement*

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Olympic edition

Second edition

Guy Masterman



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Contents

LIST OF FIGURES AND TABLES	vi
LIST OF EVENT MANAGEMENT BOXES.....	vii
LIST OF CASE STUDIES	viii
LIST OF BEIJING INSIGHTS	ix
BIOGRAPHY	x
GLOSSARY OF TERMS	xi
AN INTRODUCTION	xv
CHAPTER 1 The sports event industry.....	1
CHAPTER 2 Event organizations.....	31
CHAPTER 3 The sports event planning process	55
CHAPTER 4 Impacts and legacies	83
CHAPTER 5 Financial planning and control	117
CHAPTER 6 Event revenue maximization.....	135
CHAPTER 7 The bidding process	159
CHAPTER 8 Event implementation	189
CHAPTER 9 Marketing planning and implementation	209
CHAPTER 10 Innovative communications.....	241
CHAPTER 11 Sports event sponsorship	281
CHAPTER 12 Research and evaluation.....	323
INDEX.....	345

List of Figures and Tables

Figures

1.1 A definition for events	13
3.1 The event planning process	58
4.1 NYC2012 legacy plan – venue after-use and users	89
4.2 Beijing 2008 – venue after-use and users.....	90
8.1 A critical path – Nabisco Masters Doubles.....	201
9.1 SWOT analysis.....	217
10.1 Hierarchy of effects	244
10.2 Communications plan	245
10.3 The IMC process	246
10.4 The role of PR	248
10.5 Public relations planning process	250
10.6 PR equity	258
10.7 Advertising planning process	267
11.1 Solus sponsorship programme structure.....	287
11.2 Tiered sponsorship programme structure	288
11.3 Flat sponsorship programme structure	289

Tables

1.1 The modern Olympic Games	5
2.1 Winter and Summer Olympic Sports.....	43
6.1 USOC licensing programme	153
7.1 Candidature acceptance procedure for the 2016 Olympic Games.....	162
7.2 Recent successful Olympic bidding cities	179
7.3 2012 Olympics bidding cities	179
9.1 Real Madrid FC ticket prices, Santiago Bernabeu Stadium.....	226
11.1 Event sponsorship evaluation methods	310

List of Event Management Boxes

3.1 The event planning process – stage by stage.....	59
8.1 Sports event project management.....	202
9.1 Marketing planning: Marketing Information Systems (MkIS).....	214
11.1 Sponsorship asset audit	302
12.1 Multiplier analysis	337

List of Case Studies

1.1 Event competition formats	14
2.1 International sports structures: football.....	34
2.2 International and national governing bodies: the growth of racquetball.....	35
2.3 Major sports events	46
4.1 Physical legacies: surfing sector	95
4.2 Physical legacies: London Olympic Park.....	96
4.3 Event economic impact: Sheffield	106
4.4 Event economic impact: 2002 Commonwealth Games	107
4.5 Event economic impact: an international perspective	107
5.1 Financial management: Sydney Olympics, 2000.....	123
5.2 Financial management: the London 2012 model	126
6.1 Website income generation: 49ers.com	147
6.2 Website income generation: Formula 1.....	148
6.3 Revenue maximization: The Olympic Marketing Programme	154
7.1 USA Track & Field: Championship bidding.....	172
8.1 NOVA International: The Great Runs model.....	205
10.1 Innovative communications: The Dallas Mavericks	246
11.1 Event sponsorship programme: Nabisco Masters Doubles.....	291
11.2 Event sponsorship programme: The Valero Alamo Bowl.....	294
11.3 Event sponsorship programme: Cathay Pacific/Credit Suisse Hong Kong Sevens	295
11.4 The FA Partner Programme	296
11.5 Event sponsorship programme: Boston Marathon.....	304
12.1 Event evaluation: Transfer of Olympic Knowledge	325
12.2 Event programme criteria: Sheffield Event Unit	329
12.3 Impact analysis methodologies: 2002 Commonwealth Games.....	338
12.4 Impact analysis methodologies: case studies	339

List of Beijing Insights

1.1 2008 Olympics: Olympic sports and competitions	17
2.1 The IOC and Beijing 2008 Olympics and other key relationships...	37
3.1 Beijing 2008 Olympics planning process: One World One Dream ...	75
4.1 Beijing 2008 Olympics: Qingdao's sailing legacy	109
5.1 2008 Olympics: Olympic budget	129
6.1 Beijing 2008 Olympics: Merchandising and licensing.....	149
7.1 Beijing 2008 Olympics: Bid book highlights	167
8.1 Beijing 2008 Olympics: Volunteer management	195
9.1 Beijing 2008 Olympics: Ticketing strategy	228
10.1 Beijing 2008 Olympics: Torch relay.....	254
11.1 Beijing 2008 Olympics: Sponsorship programme.....	313
12.1 Beijing 2008 Olympics: Pre-event research	326

Biography



Guy Masterman is a Fellow and Head of Sport Sciences at Northumbria University and International Professor at Central University of Finance and Economics, Beijing and Shanghai University of Sport. He has been in academia since 2000 and has previously worked at New York University and the UK Centre for Events Management, Leeds Met University. He has worked in the sports and events industries for over 25 years, and since 1988 Guy has worked as an independent consultant. Early in his career he was an international racquetball player and was involved in the development of that sport in the UK and internationally. His clients have included Coca-Cola, Pepsi, Nabisco, Capital Radio Group, Chelsea FC, Leeds United FC, Team Scotland, WCT Inc. and international bodies such as the ATP Tour, the International Yacht Racing Union and the International Stoke Mandeville Wheelchair Sports Federation. He has worked extensively for charity groups such as Muscular Dystrophy, Scope and Sparks and with sports stars Seb Coe, Jody Scheckter, Steve Backley and Lennox Lewis. His event work extends across all sectors of the industry and includes Euro '96, World Games, Coca-Cola Music Festival, Pepsi Extravaganza, Nabisco Masters Doubles and the promotion of concerts for Ray Charles, Santana, BB King, James Brown and Tony Bennett. His work as Director of the UK Centre for Sport and Events Research, based at Northumbria University, focuses on strategic event planning and legacies as well as marketing communications and in particular sports sponsorship. He is in demand to speak internationally, sits on editorial boards, reviews publications and also works with a number of universities on collaborative research in these areas. He has authored three further and successful books, *Strategic Sports Event Management: An International Approach* (2004), *Innovative Marketing Communications: Strategies for the Events Industry* (Masterman & Wood, 2006) and *Sponsorship: A Return on Investment* (2007).

Glossary of Terms

- AELTC** All England Lawn Tennis Club, owners of the Wimbledon Tennis Championships
- AFC** African Football Confederation
- AFL** American Football League
- After-use** The continued use of legacies after the event has ended
- After-users** The organizations that manage after-use
- AIBA** International Boxing Association
- ANOCA** Association of National Olympic Committees of Africa
- ATP** Association of Tennis Professionals, organizers of the men's tennis professional tour
- AUS\$** Australian dollar
- BERL** Business and Economic Research Ltd
- BOC** British Olympic Committee
- BOCOG** Beijing Organizing Committee for the Olympic Games
- BRA** British Racketball Association, NGB of British racketball
- BSA** British Surfing Association, NGB for British surfing
- BUSF** British Universities Sports Federation
- BWSF** British Wheelchair Sports Federation, the NGB for British wheelchair sport
- CAF** Confederation Africaine de Football
- CAN\$** Canadian dollar
- COC** Chinese Olympic Committee
- CONCACAF** Confederation of North, Central Americas and Caribbean Association Football
- CONMEBOL** Confederation Sudamericana de Football
- CRM** Customer Relationship Management, marketing technique
- DM** German Deutschmark
- EAC** Equivalent advertising costs, advertising evaluation technique
- ECT** Estimated completion time (project management)
- EOC** European Olympic Committees

- E-tail** Retail operations via websites
- FA** Football Association, NGB for football in England
- FIA** Federation Internationale de L'Automobile, IGB for motor sport
- FIBA** International Basketball Federation, the IGB for basketball
- FIFA** Federation Internationale de Football Association, the IGB for football
- FINA** Federation Internationale de Natation, the IGB for swimming
- FISU** International University Sports Federation
- FITA** International Archery Federation, the IGB for archery
- 49ers** San Francisco 49ers, American Football Team/Franchise
- GAISF** General Association of International Sports Federations
- Gantt Chart** Project management tool
- GBRF** Great Britain Racquetball Federation, the NGB for British racquetball
- GDP** Gross domestic product
- GLA** Greater London Authority
- Grand Slam** Australian Open Championships, French Open Tennis Championships, Wimbledon Championships and US Open Championships
- HKSDB** Hong Kong Sports Development Board
- IAAF** International Association of Athletic Federations, the IGB for athletics
- IASF** International Amateur Swimming Federation, the IGB for swimming
- ICC** International Cricket Council, the IGB for cricket
- IGB** An international governing body of sport (same as an ISF)
- IMC** Integrated Marketing Communications (marketing)
- IMG** International Management Group
- IPC** International Paralympic Committee
- IPSF** International Paralympic Sports Federation
- IOC** International Olympic Committee
- IRB** International Rugby Board, the IGB for rugby union
- ISAF** International Sailing Federation
- ISF** An international sports federation (same as an IGB)
- ISMWSF** International Stoke Mandeville Wheelchair Sports Federation, the IGB for wheelchair sport
- ITF** International Tennis Federation, the IGB for tennis
- IWGA** International World Games Association
- KRONOS** UK based research services company
- LASEC** Los Angeles Sports and Entertainment Commission

LDA London Development Agency

LOCOG London Organizing Committee for the Olympic Games

London 2012 London 2012 Olympic Bid Organization

MASC Minnesota Amateur Sports Commission

MkIS Marketing Information System, marketing support system

MUFC Manchester United Football Club

NBA National Basketball Association, the professional major league for basketball in the USA

NCAA National Collegiate Athletic Association, US Colleges Sports Organization

NF National Federation of sport (same as an NGB)

NFL National Football League, the professional major league for american football in the USA

NGB A national governing body of sport (same as an NF)

NHL National Hockey League, the professional major league for ice-hockey in North America

NOC National Olympic Committee

NSW New South Wales, Australia

NYC2012 New York 2012 Olympic Bid Organization

OCA Olympic Council of Asia

OCF Oceania Football Confederation

OCOG Organizing Committee of the Olympic Games

OGKS Olympic Games Knowledge Service

PASO Pan-American Sports Organization

PEST Political, economical, sociological and technological analyses, management evaluation technique

PGA Professional Golf Association (USA and European PGAs), organizers of professional golf tours

PIs Performance indicators, used in evaluation of management performance

POS Point of sale, marketing technique

PR Public relations

PSL Personal seat licences

SKY BSkyB Television Company, UK

SMART Specific, Measurable, Achievable, Relevant and Timely objectives

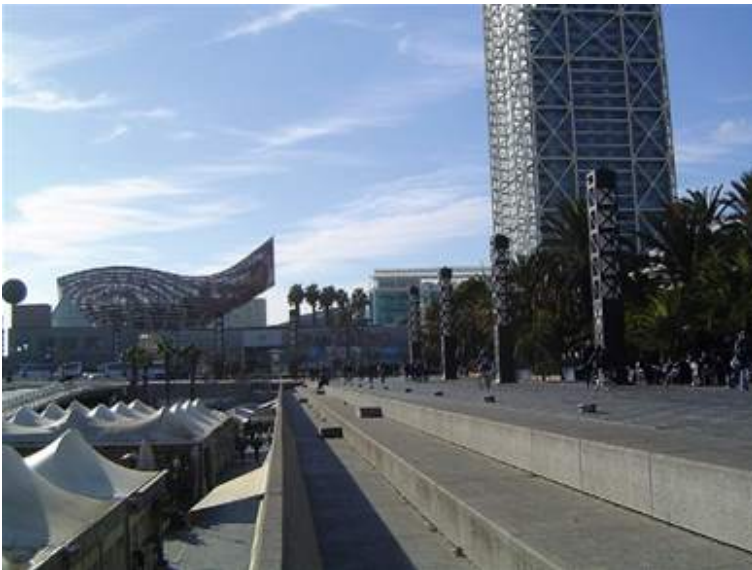
SOBL Sydney Olympics 2000 Bid Ltd

SOCOG Sydney Organizing Committee of the Olympic Games

- SWOT** Strengths, weaknesses, external opportunities and threats or situational analysis, management evaluation technique
- TOK** Transfer of Olympic Knowledge, IOC support information system
- TOP** The Olympic Partners, IOC and Olympic sponsorship programme
- TWI** Trans-World International, IMG owned television production organization
- UEFA** Union European Football Association
- UK** United Kingdom
- UK Sport** UK Government agency controlling elite sport development
- UMass** University of Massachusetts, USA
- Universiade** World Student Games
- US\$** US dollar
- USA** United States of America
- USA Basketball** NGB for US basketball
- USATF** USA Track and Field, the NGB of US athletics
- USOC** US Olympic Committee
- USRA** US Racquetball Association, the NGB for US racquetball
- VANOC** Vancouver Organizing Committee for the Olympic Games
- VAT** Value-added tax, UK Government taxing system
- VIPs** Very important persons
- WBS** Work breakdown structures (project management)
- WCT** World Championship Tennis Inc
- White Elephant** An obsolete structure that should be productive
- WOM** Word of mouth
- WRC** World Rally Championships
- £ Great Britain pound
- € Euro



An Introduction



The Olympic Port in Barcelona: a thriving legacy for leisure, retail and hospitality from the 1992 Olympics.

CONTENTS

- The Olympic Oaths
- Setting the Scene –
The Importance of
Sports Events
- Book Structure
- References

THE OLYMPIC OATHS

In the name of all competitors, I promise that we shall take part in these Olympic Games, respecting and abiding by the rules which govern them, committing ourselves to a sport without doping and without drugs, in the true spirit of sportsmanship, for the glory of sport and the honour of our teams.

In the name of all the judges and officials, I promise that we shall officiate in these Olympic Games with complete impartiality, respecting and abiding by the rules which govern them in the true spirit of sportsmanship.

IOC (2003)

SETTING THE SCENE – THE IMPORTANCE OF SPORTS EVENTS

The importance of the role of sports event management is reflected in these short declarations, taken by an athlete and judge from the home nation at the opening ceremony of an Olympic Games. The oaths themselves have developed over time and are indicative of the importance of flexible management. At the ancient Olympics, athletes swore that they had trained properly and that they would abide by the rules of the Games. The importance of the oath is reflected in the fact that the trainers, brothers and fathers of athletes would also make such declarations. In more recent times, the oaths have been changed to accommodate social trends and in order to protect the integrity of an event that is seen by many to be at the pinnacle of the sports event industry. In 1920, when the first modern Olympic oath was taken, a 'spirit of chivalry' rather than sportsmanship was required and, in 2000, at the Sydney Olympics, for the first time, a commitment to participation without doping and drugs was deemed a necessary addition and a reflection of the times.

Some analysis of these oaths is useful. Abiding by the rules, for example, is important for the success of the event, but it may take more than a declaration to ensure such compliance. The development of the control of sport by governing bodies in their creation and application of rules is therefore important. Events also provide the best vehicle by which to exercise this control as they can be implemented and controlled as they happen.

We can consider the glory of sport in two ways. The first being the individual success of sporting achievement and the second, the encouragement that this achievement gives to others to then participate themselves. This is the essence of sports development and the role events play is clearly significant in putting participants, the sport, as well as the spectacle itself, into the shop window.

The linking of the glory of sport and the honour of teams (formerly country) is an important social and cultural aspect of the Olympic athlete oath. The honour at this level has been seen to have bearing on national pride

and identity, manifested in large television viewing figures of key moments and providing dominant conversation topics, if only in the short term. Many host cities show even greater faith in the ability of major events to assist in the development of socio-cultural legacies by declaring them long-term event objectives.

These oaths, said in ceremony, may also indicate a longer-term perspective that implicates a wider view of the role of event management. A role that is responsible for the implementation of an event that has wide reaching and long-term impact. That is not to say that the International Olympic Committee (IOC) has any greater aim than the provision of a successful event and athlete experience. Indeed, Jacques Rogge, the current President of the IOC, declared that a successful event for spectator and athlete is their priority (Rogge, 2002). There are no IOC objectives that are concerned with the development of long-term commercial and physical legacies for Olympic host cities and yet these have developed, in recent years, as key municipal objectives with the event being seen as a catalyst for their achievement. The IOC has recognized this requirement in the development of its Transfer of Olympic Knowledge (TOK) programme and in staging its own Symposium on the Legacy of the Olympic Games (Lausanne, November 2002). It has begun to acknowledge that there is a need among host cities for a return on their investment. An investment that may entail wider and longer-term benefits than from just the staging of an Olympic event itself.

The promise of wider benefits in the form of socio-cultural and economic impact is not just an objective that is set by Olympic event organizers. Organizers of events of all scales can seek to maximize impact by using sports events more strategically. The implementation of one event can be planned so that it has a positive effect on the next. A private event organization, for example, in developing relationships with its customers at an event can increase revenue at the next. A charity can raise more funds. A municipal authority, in researching local needs, can stage an annual programme of sports events that will provide positive economic impact across its area as well as provide wider associated community activities. Sports governing bodies at all levels can utilize their events to develop future participation and audience if they facilitate opportunities at the time and incorporate appropriate follow-up mechanisms. A strategic approach to event management is therefore of benefit across the whole industry.

Unfortunately, strategic sports event management is not widespread. There are notable and high profile examples where strategic planning has been lacking, including Sheffield, UK and Sydney, Australia. Sheffield City Council is still paying for its staging of the 1991 World Student Games and required long-term mortgage facilities to enable it to do so (Mackay, 2001).

Sydney meanwhile, 9 years after staging the 2000 Olympics, struggles to make a success of its Olympic showpiece, Stadium Australia. President Rogge of the IOC himself is reported to have referred to it as a white elephant and it remains financially challenged to date, with the stadium owners, Stadium Australia Group, recently conducting a naming rights deal with its bank ANZ in order to prevent it being financially written off (Hansard, 2001; Askew, 2006). While there are several notable exceptions that have gone on to provide positive legacies, Barcelona being one host city to have made much of its Olympics in 1992, it appears that the sports event management industry is still in its infancy in this respect.

This infancy is also reflected in a lack of research, writing and theory on the strategic management of sports events. Few books have been published in this specific area and, while there are more that are concerned with event management as a whole, they are ostensibly focused on the implementation of events as opposed to their strategic development and any long-term perspective. This book is an attempt to start bridging that gap by providing a strategic approach for sports event management that may also usefully serve across the whole event industry.

It is useful to explain one important element of the book title. Most people will have a perception of the nature, types and scales of sports events and these are discussed in Chapter 1. However, the meaning and use of the word 'strategy' does require some explanation. Consult a dictionary and the entry for strategy reveals military implications. A stratagem for example, is a plan for outwitting an enemy or gaining an advantage and strategy is the art of conducting and manoeuvring armies, planning and directing military activity. A strategic position would be a position that gives its holder an overall or long-term advantage (Oxford English Dictionary, 2006). It is hardly surprising that the word became synonymous with business.

Management theory maintains that business strategies are a means to an end (Mintzberg et al., 1998; Thompson, 2001; Johnson and Scholes, 2002) but, beyond this, there are various views and definitions, for example, on whether both goals and objectives are implemented strategically. Mintzberg et al. (1998) offer five views of strategy, as a plan, as a ploy, as a pattern, as a position and as a perspective and maintain that an eclectic view that considers all these is less confusing than trying to arrive at one single definition. Johnson and Scholes (2002), however, are clear that strategy for business is concerned with the direction and scope of an organization over the long term and for the achievement of advantage.

Further exploration of corporate strategy theory is not essential here. It is more important to identify the approach that has been adopted in this book. Strategy means different things to different people and so in order to offer an

approach, an appropriate context is required. This book is essentially concerned with the implementation of events and the process required to achieve a successful outcome. The key theme that runs throughout is that this success may be measured against short-, medium- and/or long-term objectives that may or may not be achieved solely upon the execution of the event. An aim for the book is to inspire lateral, innovative and thorough planning in the management of sports events, whatever their scale, in order to achieve objectives. These objectives may involve the implementation of an event with short or long planning periods and may or may not involve aspects that the event is only a catalyst for. This may require planning that goes beyond those realms that have so far been traditionally considered a part of the business of event management.

The focus is also on the management of events and not the management of organizations. This is an important distinction. Events are ephemeral by nature and, even though they may be staged again and again, each staging is a separate and different project. The book therefore considers the management of events on two levels, the management of single events and the management of events that have a role in event programmes and series. The latter perhaps requiring a wider and longer-term strategic view.

The strategic approach in this book is therefore concerned with the direction and scope of an event in order to achieve its objectives. The approach for the book as a second edition is further to consider strategic planning of all sizes of sports events using a wide range of international examples but specifically to consider the management practice for the 2008 Olympics in Beijing.

BOOK STRUCTURE

Chapters 1 and 2 serve as an introduction to the sports event industry. The former provides some historical background on the emergence of sports events by initially focusing on ancient Greece and a path through to the modern Olympics. The various Ancient Greek Games are the providers of the genes of our current contemporary sports and sports events structure. Chapter 1 also considers the importance of events in society by analysing the types of events and the scale of the industry. Further consideration is given to the structures of events, an identification of the roles of all participants, the emergence of event management as a discipline and what the future holds for event managers. Chapter 2 considers the nature and structure of international sport by focusing on the roles of both international and national sports governing bodies. It reviews the importance of the IOC and the Olympic

Movement and the role of other events on the world stage. Lastly, it considers the various types of event owners, operators and organizers as well as the importance of volunteer groups, charities and the media.

The key focus throughout the book is an event planning process, discussed in Chapter 3. The process, intended as being appropriate for all scales of event, is iterative in nature and consists of nine stages plus a bidding stage if appropriate. This process forms a backbone for the book and, while the subsequent chapters do not follow the prescribed stages in order, the process is consistently used to identify how various planning requirements relate to each other.

Chapter 4 evaluates the successes and failures of events by generally considering what the potential impacts and legacies from sports events are. An evaluation of the strategies used and considerations for management are also discussed.

The following chapters are more directly related to the stages of the event planning process. Chapters 5 and 6 go hand in hand and are concerned first with the financial control and planning that is required prior to the decision to go ahead with an event. Secondly, in order to maximize revenue potential and even simply to get an event underwritten, the various revenue streams that are available to an event manager are evaluated.

Chapter 7 considers the management of a bid and the process undergone in strategizing to win the right to host a sports event. The process is undoubtedly political, on occasions has even been corrupt and, so, as well as looking at the actual process and what is required for a successful bid, other discussions will include scandals and tactics adopted by cities in their attempts, sometimes numerous attempts, to win. There is a particular focus on the bids for the 2012 Olympics. An inclusion for this new edition is a case that is made for 'losing bids, winning legacies', a theme that is based on research into the gaining of legacies from a losing bid. The discussion considers the seeking of a return on investment from the earliest stage of planning, to achieve objectives whether the bid for a major international sports event is successful or not.

Chapter 8, while concerned with the implementation of the event itself, does focus on what is strategically required for the longer term, including the requirements for handover and post-event evaluation.

The next three chapters have a marketing focus. The marketing planning process and how the marketing plan is implemented are covered in Chapter 9. The emphasis here is on the importance of competitive advantage and how it can be achieved. As customer expectation grows, the event manager has to provide an event that not only competes with other events, but also with other activities for the same disposable income and even last year's event. The

critical importance of 'the show' and how sports events are entertainment is emphasized.

There is an approach for innovative event communications in Chapter 10. This is in two sections, with the first making the case for an integrated marketing communications approach. The second provides a 'toolbox' and discusses the use and merits of the various communications tools on offer to an event manager.

The development of successful sponsorship programmes is considered in Chapter 11. The sponsorship recruitment process is reviewed in detail covering the essential research required and the provision of bespoke proposals. Sponsorship is a mutually beneficial process and, for the event to recruit a sponsor, it must first learn about what the sponsor wants. Ideally, it will recruit a sponsor that will support and exploit its purchase of the sponsorship rights.

The final chapter is focused on research and from two perspectives. The first considers the importance of conducting research throughout the event planning process and how that contributes to the strategic development of events. The second is concerned with the use of research post the event and, in particular, on the importance of evaluating events against their objectives. A strategic approach to event evaluation undertakes research and then evaluation immediately after the event but, if there are longer-term objectives that involve legacies, then these too require evaluation.

In appropriate places there are case studies covering a whole range of different scales and types of sports and events in order to exemplify key points. In addition, there are examples of all types of sports event from all around the world that are used throughout to show both similarities and differences in the business of sports event management. For example, there are a number of references used from three case studies where primary research has been conducted, Manchester and Sheffield in the UK and Sydney in Australia. To support further key points, there is also the use of 'event management boxes', where specific practices are further explained. 'Beijing insights', focus on the 2008 Beijing Olympics and are a new addition for this edition that cover the whole of the sports event planning process implemented during one Olympiad.

To aid both student, professor and industry practitioner there are questions and references at the end of each chapter.

Finally, here is one humorous introductory note that is worthy of consideration and perhaps not as far-fetched as it first sounds. While the sports calendar is undoubtedly crowded, new sports events continue to emerge and grow. In order to be competitive therefore, a sports event manager has to be aware of an ever-increasing market and deliver an innovative and

wonderful product. For this, the manager has to know what the future will bring.

In February 1971, Captain Alan Shepard of Apollo 14, drove two golf balls on the moon with his Spalding 6-iron (Fotheringham, 2003).

The overall aim for this book is to throw a little light on the fantastic world of sports event management and hopefully do three things: enthuse future sports event managers, give them some insight into the importance of planning and also the importance of going about that planning strategically.

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