

## EVENT MANAGEMENT

- Don't Sweat the Small Stuff .. Mental health exam.
- The following picture is of two animals. Mentally healthy people can detect no differences between them. The more stressed you are, the more differences you will see. You have 3 seconds to study the pictures.

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What makes **sport management** different?

- Requires sport specific knowledge and skills; every sport has a unique “culture”; Golf? Curling? Ice hockey? Rugby?
- This knowledge is VERY OFTEN taken for granted because people have played a little or watched and underestimate the complexity of managing a sport event.
- Sport “outcomes” are different
- Need expertise; passion; experience

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## What skills or knowledge?

- Basic facility/equipment knowledge – how to put on a basketball net, or put up a volleyball net, or provide field maintenance – hundreds of activities and hundreds of things to know – tie-breakers, overtimes, disputes
- Cannot take this knowledge for granted, and assume people have it; expertise must be developed (i.e. your practicum).
- Rules of games
- Scheduling or draws (i.e. seeding)
- Travel logistics / experience/ other external factors (i.e. Vancouver Stanley Cup riot)

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## Event Management

- Event Management is a subset of Sport Management
- PERLS 105 deals with management of events, mostly within voluntary non-profit organizations

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## Relevance of the EMM

- As a Canadian, an Albertan, a student, a coach, an athlete, a teacher, a friend
  - Raise awareness of the benefits of physical activity
  - Want people to initiate and/or adhere to activity
  - Accommodate those that wish to be physically active
  - Understand the motives of the physically active
  - Understand the needs of the physically active
  - Understand the differential role of the manager in any type of event
  - Participating should be a positive experience!!

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## Event Management Model

- Remember to read the document posted
- A “model” is a representation of reality; this model provides a conceptual framework to explain events
- “through repeated observation, you understand reality sufficiently well that it can be modeled operationally. Simulations, computer models, or mathematical models might be undertaken.” (Jackson and Morgan, Org Theory, 1982).
- Comparison of the model with reality.

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## Comparing the model with reality

- A model may not exactly reflect reality.
- It should help to understand reality.
- This model should help us to understand the role of managers and organizations in sport and recreation; and where they interact with the event (which is the basic unit of participation).

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## Typologies

Typology – defined as a categorization or division of things having particular shared characteristics into a general type.

- types of students (1<sup>st</sup> year, 4<sup>th</sup> year ... grad/ug)
- domestic / imported (beer, cars)

The Event Management Model is comprised of four typologies of events.

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Typologies in this model are based on two factors:

1. Participant's competitive motives – from non-competitive to highly competitive
  2. Event consequence – impact and significance of the outcome on the participant
- As participant's competitive motives increase, and as event consequences increase, the formalization of the event and direct involvement of structured organizations will increase.

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Why is knowledge of this model important??

- Because it helps a sport manager to:
  - Understand they have a responsibility for a range of diverse events
  - Recognize the factors that vary in the events
  - Understand where their focus will be in each typology
  - The manager's focus will shift from servicing physical activity to sport as a product; from motivation to marketing; from service to product;
  - The knowledge and skills are very different; staff or volunteers are needed to provide the effort in some types
  - The manager's role evolves from an indirect provision role to a coordination role usually involving an organization that owns or controls the event

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The Management Challenge

- Management challenges and opportunities change for each typology
- Inappropriate event management will discourage people from participating in physical activity, which may be the costliest mistakes a sport manager can make

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## Event Management Model

- Events are the basic unit and core of Sport / Recreation / Physical Activity / Tourism management
- What is the basic unit in LTAD? LTAD is focused on the athlete's training and development and the EMM is focused on the athlete's involvement/participation in training or competition.

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## Definitions

- Event = in this model is a voluntary occurrence of physical activity, and can be applied very broadly.
- Programs = a series of regular and predictable events; is **“a set of resources and activities directed toward one or more common goals, typically under the direction of a single manager or management team” (Hatry & Wholey, 1994)**
- The management of the individual events within the program become the challenge of the recreation / sport manager

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## Event Management Model

- The participant is the central focus of the typologies and model
- Ask the question: Who is the participant, and what do they want from the event?

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### A four typology model

- The Event Management Model is a conceptual model with four typologies
  1. Informal Participation
  2. Supported Participation
  3. Simple Competitive
  4. Complex Competitive

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### **Informal Participation (Type One)**

#### FACTORS:

- Participant is not motivated to compete
- Event impact or significance to the individual is low or even non-existent

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### Informal Participation (Type One)

- No management intervention required; event is self-managed by the participant
- Low level of organizing; may not be an organization directly involved in the event at all; indirect involvement could be i.e a municipal facility provider
- Participant requires a level of confidence that a suitable facility will be available
- What is the management role here?

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## Informal Participation

- “Facility” definition in the broadest sense ranges from very specific indoor (squash court), to very general outdoor (open space)
- Indoor examples: stairs, basketball hoops
- Outdoor examples: parks and open space for participation or pickup games of touch football, ultimate frisbee, softball, soccer
- Trails for walking, running, cycling, skiing
- River valley stairs are quite a popular fitness facility, for example

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## Informal Participation (Type One)

- At this stage of the model, there is no schedule, no organization, no restrictions, and no fees charged to the participant



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## Informal Participation (Type One )

- By definition, this typology includes physical activity and recreational sport
- This participant may be very casual or highly motivated and very serious;
- Not a high performance athlete, but a participant in physical activity – **not competitive** in this activity

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Informal Participation (Type One )  
Discussion Questions

**Theoretically, increasing participation in sport will lead to an increase in physical activity and fitness in the population.**

- Do you believe this is true? (physical fitness?).
- How would you measure participation in sport?

**This stage of the model is critical to encouraging adherence to physical activity**

- What could be done at this stage to increase adherence?

i.e. Active Edmonton

i.e. Walkable Cities

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**Supported Participation (Type Two)**

FACTORS:

- Participant does have competitive motives
- Participant does consider the outcome of the event to be significant, but its unlikely that many others do (no “fans”)

Both factors are “higher” than Type One.

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Supported Participation (Type Two)

- As in Type One, the participant requires a level of confidence that a facility will be available AND
- Type Two - some equipment or amenity may be necessary, such as a ball, net, showers, changing room
- Participants are serious about their activity within this typology; they want more, or better ...
- First management task ... be aware when participants begin to demand “more”; observe; indicates interest

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### Supported Participation (Type Two)

Examples? The provision of:

- Public tennis courts with good nets
- Cardio equipment with organized rotation of users
- Skateboard parks / Slowpitch Diamonds
- Designed, set and signed cross country bike or ski trails
- Swimming pools with designated swimming lanes

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### “Sport” Emerges in Type Two

- Participants will begin to look for better facilities as skills improve and competitive motive emerges
- May not be willing to pay; cost may still drive them away so the manager will need to decide how to fund the activity
- Competition may begin to emerge, but may be minimal; do not focus on competitive motives
- Management activity will be purely organizational and designed to anticipate and accommodate participant needs

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### Management focuses on participation

- At Stage Two, managers will develop STRATEGY and set goals related to increasing adherence and frequency of participation
- For management, it could be a health promotion motive; could be a financial motive
- Offer instructional programs
- Offer skill development programs
  - Stroke Dr.
- Equipment knowledge can be a major advantage to the manager
  - Example – badminton
- Still may be no direct nonprofit organization making decisions about the event

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Supportive Participation (Type Two)  
– What sets it apart?

- Rules – some sport rules, but few event rules; no officials; no major prizes or trophies; no formal organization
- If there are officials, awards, it is Type 3
- The event will not be directly linked to or provided by the formal organization; it will be self-managed but **supported**.

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Supportive Participation (Type Two)  
Discussion Questions

**How would promoting activities at this level lead to an increase in physical activity and fitness in the population.**

- Who would it appeal to? .
- How would you measure participation in sport?  
**This stage of the model is critical to encouraging adherence to physical activity**
- What could be done at this stage to increase adherence?  
i.e. Adult *Recreation* Leagues (Shinny, Slowpitch)  
i.e. Fun Runs

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Simple Competitive (Type Three)

- This is probably a stage at which most of you have been involved as managers or participants.
- **Competition** is now a central motivation for participants, and physical fitness is necessary to compete
- **Event consequence** becomes significant because the events lead to higher level events; gains in prestige or cash

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Simple Competitive (Type Three)

- Participants are concerned with physical performance
- Participants “keep and record results” (compete)
  - Need scoreboards and/or time clocks

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Simple Competitive (Type Three)

- Competitive balance between participants is a primary concern and an organizational challenge for the manager; (leagues, ladders, divisions)
- Competitive balance is the process of attempting to equalize the ability of the participating opponents in an event to create a more positive experience for every athlete. (sandbaggers).
- Fairness is important to the participants (policies, rules, eligibility)

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Simple Competitive (Type Three)

- Nonprofit voluntary sport organizations begin to form out of necessity
  - These organizations meet to set schedules, agree on rules, determine event policy

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Simple Competitive (Type Three)

- Coaches and managers are involved, and the event manager may deal with the coach or manager more than the athlete
- Sport Managers are required to schedule facilities, develop and agree on rules, book officials
- Cultural differences between sports become very noticeable although they exist at all stages

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**Officials are added**

- Officials will be required in Type 3
- Adding officials always adds cost, so participants must be prepared to pay
  - Event has financial responsibility for officials, but often no control over who officiates
  - Officials make decisions that impact the sport manager (field cancellation policies due to weather in soccer and baseball)
- Sport specific management expertise required for organizing officials

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**Officials (Type Three)**

- Culture of officials varies greatly (tennis vs. hockey)
- Include linesmen, scorers table, timekeepers
- All adds cost
- Also adds conflict and therefore the need for conflict resolution and dispute resolution
  - Olympic examples in gymnastics, and figure skating in winter
  - Pro League Commissioners (Spygate in the NFL)
- Participants will take advantage of presence of officials; no longer the honor system

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### Injuries / Therapy (Type Three)

- Participants are serious and play hard at all four stages of this model, but once an organization is involved in the event, it is likely to be held to a higher level of responsibility for dealing with the injuries
- Require medical aid on site (note CIS hockey rule)
- Require therapists post event
- Participants may want sport science assistance – strength, diet, etc.

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### League Management

- Participants may want to engage in competition with other geographic areas, which may require travel
- Accommodation, travel and meal policies may be required
- League management is required in scheduling and statistics
  - Decisions on # of games
  - Importance of statistics?? (baseball vs soccer)??

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### Spectators added (Type 3)

- Events are exciting or interesting and attract passive participants (spectators or supporters)
- Non-sport services are required (concessions, bathrooms, bleachers)
- Spectator services in Stage Three may be very minimal
- Food service or concessions require management

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### Concessions (Type Three)

- Concessions require management contracts, or specific staff expertise
- May require refrigeration and storage
- Requires cash flow
- Janitorial / cleaning issues
- Parking and traffic control are factors

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### Management Decision

- More opportunities to generate “value-added” revenue (the manager adds value to an activity or event and charges more for it) begin to present themselves in Types 2 and 3
- Sport/recreation manager must make decisions whether to focus on revenue
- Move from service marketing orientation to a product marketing orientation is a significant decision
- Stage 4 involves serious cost/benefit consideration; becomes a PROGRAM EVALUATION issue (later class)
- **Nonprofit organization support** is extremely important at this stage for manpower, liability issues, etc. (later)

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### Simple Competitive (Type 3) Discussion Questions

**This is the most common level offered for youth sports hoping to lead to an increase in physical activity and fitness in the population.**

- Do you believe this is true? (enrollment up or down?).
- What are the major challenges at the level?

**This stage of the model is critical to encouraging adherence to physical activity**

- What could be done at this stage to increase adherence?  
i.e. Minor League Organization  
i.e. Government Involvement

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Complex Competitive (Type Four)

- Participant's motives are extremely competitive
- Event consequence is maximized because the consequences are huge for the individual and extend beyond the individual to the support group, team, organization, country

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Complex Competitive (Type Four)

- Complex Competitive is a **merging** of the event and the active participants with the spectator and the consumer market
- Many "variables" are added
- Specific marketing expertise may be required
- Product (event) quality is of interest to those beyond the direct (highly motivated and competitive) participants

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Complex Competitive (Type Four)

- Manager (**or Board**) decides to move to **PRODUCT MARKETING FOCUS**
- Promotional strategies are developed and implemented
- Advertising may be designed to attract spectators
- Events attract more passive consumers that have purchasing power
- Media may start to get interested
  - Of course, you want media, but they will come once the crowd is large enough

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Complex Competitive (Type Four)

- Media want information, in a prepared format – media want things “canned”
- Newspapers have deadlines
- Television wants atmosphere of excitement
- Have to decide on event “entertainment”

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Complex Competitive (Type Four)

- As demand grows, may be able to charge “significant” admission
- Gate requires a “float”, cashiers, ticket auditing system to prevent employee theft
- Policy required on passes
- Preferred seating
- Sale of programs – need to decide on size, cost design, format, content, price
- Sale of beer – leads to need for security

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Complex Competitive (Type Four)

- When event attracts people, media or television, then timing becomes more of an issue
- Canucks Stanley Cup Home Games example
- Need pre-game protocol which involves many factors
  - Time of start, introductions, anthem
- Announcer at event, and event script
- All staff must be aware of script – script is essentially an itinerary or agenda of events in great detail (i.e. Eskimo Games and the 50/50)

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### Complex Competitive (Type Four)

- Need for staffing may mean an entire volunteer management program (see PERLS 335)
- Event Management becomes a profession at this stage, rather than a part of a job

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### Active AND Passive Participants (Type Four)

- In Type Four, the activity is being consumed by both active and passive participants
- Requires all the effort of Simple Competitive stage, plus the vision of the marketing/consumer orientation
- Manager needs to act in manner consistent with the Event Management type

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### Consumer considerations (Type Four)

- Marketing opportunities exist throughout the model, but becomes more complex as you pursue sponsorship in Type Four.
- Media relations are a Type Four activity
- Consumer considerations require volume to be feasible, and thus you need to decide when the volume is sufficient

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## Complex Competitive (Type Four) Discussion Questions

**Many sports believe that promotion and exposure to this level is key in increasing participation in sport at the grass roots thus leading to an increase in physical activity and fitness in the population.**

- Do you believe this is true? (i.e. Atlanta Thrashers?).
- Is being a fan considered participation in sport?  
**This stage of the model is critical to encouraging adherence to physical activity**
- What could be done at this stage to increase adherence?  
i.e. NFL Play 60  
i.e. Oilers Summer Hockey Camps

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## Summary (1)

- Our job is to encourage participation in sport and physical activity, and manage that participation
- ALL sports are different, so when we say “sport”, the meanings are very different – thus the statements like “sport is good for you”, or “sport is healthy” may be too general to be valid
- Because sports and activities ARE different, specific expertise is required

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## Summary (2)

- Model – “not meant to represent reality”; “intended to simulate ... specific behavior” (Slife, 1995)
- The Event Management Model simulates the behavior of the organization, the manager and the individual participant, and the relationship (interaction) between them
- Should be able to observe an event and identify the type and understand the variables that are involved in the management of that type

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### Summary (3)

- The culture of the sport is critical to managing it (Example, Wrestling draws; tennis/golf pricing; rule leniency; competition frequency; warmup norms; acceptable coaching behavior)
- An understanding of the culture is what separates a “bean counter” from a sport/recreation manager

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### Summary (4)

- There is always an organization involved in event management, but sometimes it is DIRECT and sometimes INDIRECT.
- The model should be used by an organization (or manager) as a reference to plan and implement events
- One participant could, at various times, be involved in any or all stages.

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### Summary (5)

- The quality of the experience of the participant may dictate their adherence to an activity
- The sport manager has a major impact on the quality of the experience
- Equipment knowledge can be extremely important because a participant can get very frustrated by poor equipment

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### Summary (6)

- Providing instruction to those who want it could make the difference. Participants that feel incompetent at an activity are unlikely to adhere to it.
- As the Event Management Model becomes more complex, the participant becomes less central to the manager and the event becomes the focus. However, the participant must ALWAYS be considered (athlete-centred).

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### Summary (7)

- Organizations (or managers) must make many decisions at the event level .. Before, during and after the event.
- Evaluation, as a process, must be clearly understood by the sport manager.

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### Future Directions

- Classes in business – Marketing, Consumer Behavior
- Internship with Profession Teams (why not University Athletic Departments)
- There are lots of event management resources and conferences

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