

CHAPTER 5

Bidding and Planning for Different Events

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CHAPTER OBJECTIVES

Upon completion of this chapter, the reader will be able to:

1. Write a mission statement that articulates the purpose of an event
2. Define and write SMART goals
3. Assess whether it is feasible to execute an event
4. Explain the event bid process
5. Provide examples of the different types of events

CHAPTER OVERVIEW

This chapter will explain the five main types of events: mega-events, recurring events, traveling events, ancillary events, and community events. When creating an event, the managers need to identify goals and objectives. These will guide all of the forthcoming decisions. When setting goals, the managers should follow the SMART (specific, measurable, attainable, relevant, and time-based) principle. The criteria for the bid process will also be discussed, as many mega-events and traveling events require a bid.

IndustryVOICE

Lesley Irvine—Senior Associate Athletic Director and Senior Women Administrator, Bowling Green State University



The mission statement of our athletic department asserts the following: “Bowling Green Athletics is committed to cultivating champions in academics, sport, and life. We target excellence in 18 sports; we achieve it as one team.”

I began my tenure on the Bowling Green State University (BGSU) athletic staff in July of 2010. I have been directly responsible for supervising men’s basketball, women’s basketball, men’s soccer, women’s soccer, baseball, softball, women’s gymnastics, women’s swimming, and women’s volleyball. I am also in charge of the sports medicine, sport performance, strength and conditioning, and student–athlete academic services areas of the athletic department.

Since arriving at BGSU (which is located in Bowling Green, Ohio), I have gotten to play a key role in bringing two different National Collegiate Athletic Association (NCAA) tournament events to BGSU. I was the tournament director for the first and second rounds of the NCAA Division I women’s basketball tournament, which were hosted at BGSU’s Strohs Center in 2012. This event was widely regarded as very successful. In addition, I assisted with the NCAA Division I ice hockey regional.

Some of the challenges I have experienced in the field of college athletics relate to the limited staff members and financial resources available to my athletic department, a condition common among athletic departments across the country. I recall that when the BGSU athletic department hosted the first and second rounds of the NCAA

women’s basketball tournament, the staff members were all wearing multiple hats. This scenario exemplifies the importance of being flexible as an employee and making yourself available to help out in any way possible, especially if you are an intern or entry-level employee.

To combat resource issues, my organization sets priorities and is strategic. We seek to identify opportunities to raise funds externally and corporate sponsorships. We emphasize the importance of having buy-in from all staff members and university administration so they understand why resources are needed and what they intend to do with those resources.

One of the trends that I see really coming into play, even more than in the past, in terms of facility and event management is the fan experience. What are you offering fans? Having Wi-Fi and a strong Internet connection for fans to check Facebook, send out Tweets, or post to Instagram is essential. It’s no longer just about fans coming to watch a collegiate game. It’s about creating opportunities through technology and social media to stay connected to fans and to engage those fans prior to and during the game.

In my current position, I am often in charge of hiring a variety of individuals for the athletic department. A lot of individuals look the same on paper. One of the first things I look for when hiring for an entry-level position is evidence that the individual has volunteered and gone above and beyond to start gaining industry experience. When meeting with potential candidates, I am looking for a high energy level, passion, flexibility, willingness to get involved in a lot of different areas, a strong work ethic, and, importantly, eagerness to learn.

I often interact with individuals who are right out of undergraduate or graduate school, and they are misguided about the realities of the industry. They believe they are going to step right into the role of Assistant Athletic Director and make \$60,000 a year.

This is not the reality for the majority of recent college graduates, so it is important to have realistic expectations. There are many chances to advance once you prove yourself. Once you get your foot in the door, be prepared to work extremely hard.

Introduction

When creating an event, it is essential to identify goals and objectives for the event. It is important to remember that when creating a new event, in addition to your goals for the event, you must assess where it fits in the current marketplace. Being unique is crucial to attracting sponsors, event participants, spectators, and/or media. Further, if you are submitting a **bid** to run a national or international sporting event, you need to follow the bid process provided by the event's rights holder. The criteria of the bid will differ depending on the event, but, in most cases, it is not a solitary process. A multitude of individuals (the organizing committee) will need to come together to gather and present the required information in the most cohesive manner possible.

bid A competitive process in which the objective is to win the right to organize a specific sporting event.

Executing Events

Events by their very nature are not permanent. They occur at different times and in different locations. They also may occur for different reasons. One of the challenges of running events is that there are many types of events, both sport and nonsport related, that event managers and facility managers might have to execute. The variety of events that an event or facility manager may have to deal with is vast and can be challenging if one is not prepared for the realities of the different types of events.

The five main types of events that an event or facility manager may have to deal with are:

- Mega-events
- Recurring events
- Traveling events



- Ancillary events
- Community events

To successfully manage an event, the manager needs to assess the resources the organization has at its disposal, the objectives of the event, and the goals of the event and the event manager. During this assessment, the manager needs to ensure that the organization's resources are sufficient to produce a high-quality event.

Identifying Reasons for Creating, Bidding for, or Hosting an Event

Events are held for a variety of reasons. Some events are created to help a local economy, generate buzz about a new product or sport, or deliver benefits to sponsors/stakeholders. Other events may be designed to raise money for a charity or philanthropic organization. Another possibility is

that an event is created for the purpose of generating revenue for the organization. All of these goals are perfectly acceptable reasons for creating an event. However, the event manager must assess whether the goals for the event are feasible while evaluating multiple factors (e.g., time, resources, staffing, the economy).

Of course, there is the possibility that an event is created with multiple goals in mind. For instance, a company may partner with a professional soccer player to create a youth soccer camp. This youth camp could possibly have the following initial goals:

1. Increase the skills of the young athletes.
2. Raise money for the professional soccer player's foundation or the charity that he or she supports.
3. Generate a profit for the organization running the event or the event owner.

All of these are examples of realistic goals for such an event. Ideally, the youth soccer camp would be able to obtain each of these goals. However, the goals are not as detailed as



they could be. How would the director of the event be able to assess whether the goals were achieved or not? When creating goals, an event manager should follow the SMART principle. While there are variations of what each letter stands for, **SMART goals** are specific, measurable, attainable, relevant, and time-based (Doran, 1981; Farrelly, 2010; Meyer, 2006).

Specific refers to the need for goals to be well defined. They should not leave any confusion and they should be clear to everyone involved in the execution of the event. For instance, if you are running the youth soccer camp mentioned earlier, you could change the first goal of the event to, “Increase the shooting accuracy of all participants by 10%.” This improvement would be assessed by having a shooting drill on the first day of the camp to measure accuracy and then completing the same drill on the final day of the camp to see if there was a 10% increase in accuracy.

Measurable goals provide enough detail for the event manager to determine if the goal was achieved. For example, the second goal could be adapted to state, “Raise \$2500 for the professional soccer player’s foundation.” This goal could be assessed by tallying the final numbers at the end of the camp. If the camp generated at least \$2500 for the professional athlete’s charity, then the goal was reached.

Attainable means the goals listed can actually be achieved. An example of a goal that is not attainable would be thinking and stating that the youth soccer camp would raise \$1,000,000 for charity. While this is a fantastic goal, it is not very realistic or attainable. The goal stated previously of generating \$2500 for the athlete’s charity is much more attainable, especially in the first year of an event.

Relevant goals make sense given the event that is being produced and resources available to the organizing team. Further, these goals correlate well with the nature of the particular event. For example, the new first goal of increasing shooting accuracy of all participants by 10% would be a relevant goal for this specific camp. Ideally, each young soccer player’s skill development would be enhanced during this camp, so a goal of increasing shooting accuracy is relevant for this event.

Time-based goals have a time limit placed upon them. This limit allows enough time for the goal to be completed but has a specific end time or due date that will identify whether the goal was achieved. An example of a time-based goal would be adding on to the first goal to read, “Increase the shooting accuracy of all participants by 10% by the last day of the camp.”

SMART goals An acronym used to describe the goals of an event; stands for specific, measurable, attainable, relevant, and time-based.

TIP

When using the SMART (specific, measurable, attainable, relevant, and time-based) goals principle, it is often helpful to ask another person to review the goals you have set forth for the event. While you may believe that your events meet each of the SMART goal criteria, others may view them as vague. Having a second or third opinion is definitely helpful and will ensure the goals are as thorough and complete as possible.

By tacking the time element of “last day of camp” onto this goal, we have satisfied the time-based component of the SMART goals principle.

It is important to remember that when creating a new event, in addition to your goals for the event, you must assess where it fits in the current marketplace. If you are creating a youth soccer camp for a professional athlete, is this event unique to the area or are there other soccer camps that are held in your region that also feature prominent athletes? Being unique is crucial to attracting sponsors, event participants, spectators, and/or media.

Further, you must assess whether there is a demand for that type of event. In the youth soccer camp example, you need to assess if there are enough young soccer players in the area to fill the camp. The event manager would do this by researching the number of youth soccer teams and leagues within a given geographic area. If soccer were not a popular sport with young athletes in the region, then it would be best to not create this event. Or if you still wanted to create the event to increase awareness and interest in the sport, the goals of the event would need to be altered to be in line with the new purpose of creating the event. The event manager in essence is attempting to assess whether the event is feasible or not.

Event Feasibility

event feasibility

The likelihood that an event can be executed at the desired level given the resources at the event organizer's disposal.

Once you have an idea for an event, it is important to investigate whether this event is feasible. **Event feasibility** examines the likelihood that the event can be executed at the desired level given the available resources (Torkildsen, 1999; Watt, 1998). Examining the feasibility will also help the manager determine a budget for the event. When assessing all of the direct and indirect costs, the manager has a better understanding of exactly what it will take to run this event.

The manager would want to conduct a feasibility study. A feasibility study refers to the analysis of the potential event and assesses the strengths and weaknesses of this event. When conducting a feasibility study, the manager needs to hire the staff necessary to complete the study, plan how the study will be executed, implement the study, write up the results, and distribute the study.

During the feasibility study, some of the questions the manager may ask to decide whether the event can be successfully produced include the following:

- Is there a bid submission?
- Where would we hold the event?
- How many staff members are necessary to execute the event?
- How many volunteers are necessary to execute the event and where would we find the volunteers?
- Is there interest in this geographic region for the event?
- What else is taking place in our region that would compete with the event?
- Where would we find participants for the event?
- Are there sponsors that would be interested in partnering with this event to offset costs?
- What is the best strategy to market this event?
- What are the costs associated with the event?
- What equipment do we already own, what could we borrow, and what do we have to buy?
- What potential barriers might this event face and do we have the resources to overcome those challenges?
- Do we have enough time to produce this event?

The person conducting the feasibility study needs to be unbiased in evaluating whether this event should be produced. If after examining the event the manager decides to proceed, the next step is to go forward with the bid process (if there is one). The general process of determining event feasibility is shown in **Figure 5-1**.

The Bid Process

Each national and international sporting event, run by a national or international governing body, has its own unique bid process. A bid is a competitive process in which the objective is to win the right to organize a specific sporting event. A bid “represents a collection of interests and skills (sports federations, local authorities, economic partners, the media, etc.) that have to be focused on the single objective of winning” (Chappelet, 2005, p. 19).

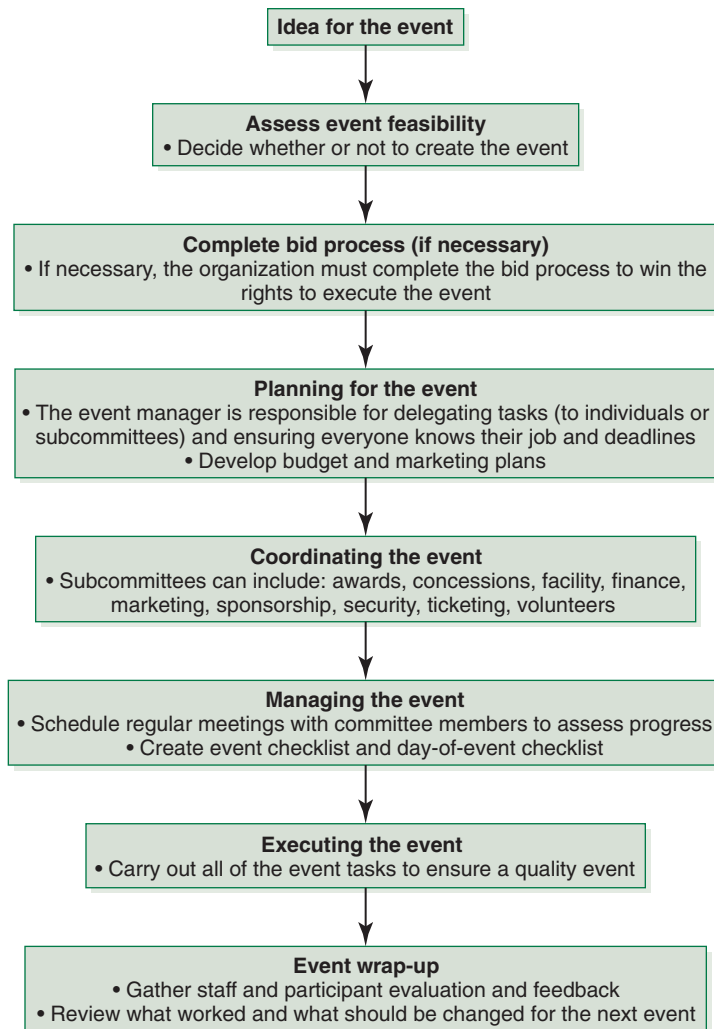


FIGURE 5-1 The Process of Determining Event Feasibility

Event owners, or rights holders, are the individuals or the governing body that controls the event. Sport governance refers to “the exercise of power and authority in sport organizations, including policy making, to determine organization mission, membership, eligibility, and regulatory power, with the organization’s appropriate local, nation or international scope” (Hums & McLean, 2008, p. 4). The rights holders are the

individuals or groups of people who will ultimately make the decision as to who has successfully won the bid (the right to produce the event). In addition to deciding who has won the event bid, these rights holders are also charged with sanctioning events on a variety of different scales, from youth to professional sports. Examples of governing bodies at all levels include the Amateur Athletic Union (AAU), high school athletic associations (such as the Ohio High School Athletic Association), the National Collegiate Athletic Association (NCAA), the National Football League (NFL), Major League Baseball (MLB), USA Track and Field, and other national governing bodies.

Sport mega-events, such as the Olympic Games or the FIFA (International Federation of Association Football) World Cup, or on a smaller scale NCAA regional events, attract competing bids from nations or cities. Pomfret, Wilson, and Lobmayr (2009) argue that these bids are “mostly made at tax-payers expense and spending is often large and nontransparent” (p. 2). In other words, the city’s, state’s, and/or nation’s residents pay for these events through taxes. The researchers also state that the “benefits from bidding are equal to the net benefits from hosting the event multiplied by the probability of a successful bid, minus the cost of the bidding process. Losing bids incur costs for little if any ex post benefit” (Pomfret et al., 2009, p. 2).

Not all bid processes are the same. The criteria will be different depending on the event; however, there are some similarities that exist across the bid process. Completing a bid process is, in most cases, not a solitary event. A multitude of individuals (the organizing committee) will need to come together in order to gather and present the required information in the most cohesive manner possible.

The organizing committee may be comprised of members of the local convention and visitor’s bureaus, sports commissions, and other interested parties (which may include local politicians, media, business leaders, and/or notable athletes). Local convention and visitor’s bureaus and sports commissions both exist to attract outside businesses or events to the area. Therefore, the individuals who work at these organizations will be crucial to help the individual in charge of the organizing committee gather facts and figures about the local area, demographics, and key information about area facilities, such as restaurants, hotels, and local attractions, that may be important when completing the bid.

VIGNETTE 5-1

Bid Process to Host the Final Four of the NCAA Women's Basketball Tournament

Putting together a bid to be the Final Four host for the NCAA women's basketball tournament is a complex process. The bid must be perfect because each host city is competing against a wide variety of other equally great cities that want to host this event. The bid should begin with an overview of your infrastructure. You should describe your facility thoroughly, including locker rooms, number of seats, number of suites, etc.

The type of facility alone will not win a city the bid to host. The bid must include a description of the city's demographics, lodging, transportation, and restaurants. The city's visitor's bureau or similar organization should be brought in to help with this portion of the bid. The organizing committee should also include a discussion of their marketing plan, security plan, media, and ticketing plan. The NCAA bid selection committee will want to see the plan of action on how the potential host city will sell out the arena during the two semifinal games and the championship game. This is where showing a history of community support for women's basketball will be crucial.

Ancillary events will add a nice touch to the bid package. Where and when will the fan fest be? What other events will go on in conjunction with the Final Four games? How will the host city engage youth? All of these details need to be thought out and included in the bid. It is important to be creative, be unique, and offer a wide array of different events to make this a celebration and not just a basketball game.

Once the bids are submitted, the NCAA bid selection committee will review each bid. The bids will be narrowed down, and site visits will be made to each finalist city. Members of each city's bid committee will make in-person presentations to the committee. When assessing potential hosts, the NCAA committee will review each city's competition venue, transportation and lodging options, and the region's overall commitment to the event. A huge factor in determining whether a city is a viable candidate to host the Final Four is the venue. Venues must hold a minimum of 18,000 fans, including suite seats.

Economic Impact

economic impact

The amount of new money (financial gain) entering a region that can be attributed to a sporting event or facility.

Economic impact is the amount of new money entering a region that can be attributed to a sporting event or facility (Turco & Kelsey, 1992). The economic impacts of spending are composed of direct, indirect, and induced effects.

Direct effects of economic impact include the need to meet the increased demand of visitors for goods and services through actual dollars spent in the local community. This spending may be generated through concessions, ticket sales, and merchandise sales. *Indirect effects* of economic impact refer to the recirculation of the patrons' dollars that were generated through the direct effects. *Induced effects* refer to the increase in employment, employment opportunities, and household income that result from the economic

activity from the direct and indirect effects (Dawson, Blahna, & Keith, 1993; Howard & Crompton, 1995).

Economic impact studies are important in presenting a bid to help convince the public that the event is a good investment. In addition, positive or negative economic results of sport events may be an important method to determine communities' draft budget for the coming year (Lee, 2001).

Calculating the economic impact an event will have on a city or region can be quite difficult. Crompton (1995) discusses 11 misapplications of economic impact analysis. Some of the reasons he lists for the inaccurate analysis include using sales instead of household income multipliers, misrepresenting employment multipliers, omitting opportunity costs, and measuring only benefits while omitting costs.

To combat these misapplications of economic impact analysis, the National Association of Sports Commissions (NASC) proposes two formulas for measuring economic impact (NASC, 2000). The first formula is an estimate of total visitor spending (TVS). In this formula, the number of out of town visitors (OTV) is multiplied by the average spending per day (ASD) and the number of days (ND):

$$TVS = OTV \times ASD \times ND$$

The second formula is much more complex. The first step of this formula is to calculate direct spending (DS). This is done by adding the total administrative operations spending (TAO) to the total visitor spending (TVS):

$$DS = TAO + TVS$$

The next step in this formula is to multiply direct spending (DS) by the regional multiplier (RM), which will produce the total economic impact (TEI) of the event:

$$TEI = DS \times RM$$

The NASC formulas were intended to help standardize how economic impact is calculated. However, not everyone has bought into using either of these two formulas. Thus, it is still important to always examine the methodologies organizations use when stating their economic impact figures.

While events can definitely bring in new money to a region, the bid process can result in cities or regions losing money as well. The failed bids for the

2016 Summer Olympics cost the city of Madrid \$42.0 million (Lyon, 2009) and the city of Chicago between \$49.3 million and \$100 million (Smith, 2009). The costs of bidding for the Winter Olympic tend to be less expensive than the Summer Olympics. For the 2018 Winter Olympics, Annecy, France, had a budget of \$26.4 million, which the leaders of the country did not feel was enough to win the bid to host the Olympic Games (Wilson, 2010). In the end, the leaders were correct, as Annecy did not win the 2018 Olympic bid.

mega-event The most complicated type of event to execute because it is often international in nature and requires years of planning to implement.

Types of Events

MEGA-EVENTS

Mega-events are the most complicated type of event to execute. Because they are often international in nature, mega-events often require years of planning to implement and a bid process to gain the rights to host the event. Due to the scope and visibility of mega-events, they are often easily identifiable to the general public. Thus, it is important the planning committee or event manager consider all aspects of the event to prevent damaging the brand.

Due to the nature of mega-events, there is often a bid process involved in securing the rights to present the event. As discussed earlier, bidding for the rights to hold an event involves competing against other potential host cities or sites and presenting the potential city's plan for that event.

Examples of mega-events at the highest level include the Olympic Games or the FIFA World Cup. These events often have full-time staffs devoted to something that occurs once every 4 years. When cities prepare their bid to win the Olympic Games, they must address the following 18 themes:

- National, regional, and candidate city characteristics
- Legal aspects
- Customs and immigration formalities
- Environmental protection and meteorology
- Financial considerations
- Marketing
- General sports concept



- Sports
- Paralympic Games plans
- Olympic Village plans
- Medical and health services
- Security
- Accommodations
- Transportation
- Technology
- Communications and media services
- Olympism and culture
- Guarantees

The Olympics announce which city the Games will be held in years in advance, which ensures that cities' planning committees have a great deal of time to produce a memorable Olympic Games and address each of the 18 themes discussed in their bid.

RECURRING EVENTS

Recurring events happen on a regular basis. They are the “easiest” type of event to execute because they occur consistently. Due to the regularity of these events, the staff is able to understand all of the details of executing the event. The benefit of recurring events is that event managers know how much food to order for the concession stand, the appropriate number of staff and volunteers needed, the amount of security, the timing of the event, and where the signage should be placed.

Examples of recurring events can include Friday night football games at a local high school, a college rivalry game such as the Ohio State versus Michigan football game or the North Carolina versus Duke basketball game, or the New York City Marathon. All of these events may differ in size and the amount of planning that goes into the event, but the one thing they have in common is that they are all recurring events.

recurring event An event that happens on a regular basis; it is the “easiest” type of event to execute because it occurs consistently.

TRAVELING EVENTS

Traveling events are events that occur on a regular basis, but in a different location each year. Although they occur on a regular basis, the fact that the location varies from year to year presents a challenge. The individual or

traveling event An event that occurs on a regular basis but in various locations.

group of individuals who are charged with executing the event are rarely the same. This revolving cast presents a challenge for the organizing committee. However, the nice thing is that since the event occurs on a regular basis, the organizers are able to contact the previous host sites to identify what worked well for them, what they would do differently, and what, if any, challenges were present at the event.

An example of a traveling event is any of the NCAA championships. These championships often involve many regional sites in the early rounds and eventually culminate in the top teams arriving in one city to compete for the national championship.

ANCILLARY EVENTS

ancillary event An event that occurs in conjunction with another type of event.

Ancillary events occur in conjunction with another type of event. These events can require as much planning as another type of event, but the major difference is they are paired with a larger event. These events can provide additional revenue for the event organizers through ticket and merchandise sales, additional opportunities to sell or increase the price of sponsorships, and opportunities to involve different target markets.

For example, a fan fest at the NFL Super Bowl would be an ancillary event. The fan fest requires marketing to attract spectators, sponsors to offset the costs, volunteers to help run the games and exhibits, security to keep everyone safe, and so forth. While this event could stand alone, having it in conjunction with the Super Bowl is beneficial because it captures the excitement of many football fans who are in town for the game but may not have a ticket to go to the actual Super Bowl. It allows fans to be part of the Super Bowl experience without having to pay hundreds or thousands of dollars for the game ticket.

COMMUNITY EVENTS

community event A relatively small-scale event that appeals to a specific geographic region.

Community events are smaller in scale and appeal to a specific geographic region. While these types of events may not require the resources that a large traveling event would, they still require planning and forethought before they can be implemented. Local YMCAs or parks and recreation centers are organizations that often hold community sporting events for the people who reside within the town. When planning an event for the community, the event manager sometimes has the freedom to be a little

more creative or try different things because it is not occurring on such a large scale.

Examples of community events could be a holiday 5K race, a mini triathlon for young children to expose them to the sport, or a youth swim meet. Even though these events may be considered small to some people, they all still require the planning process.

HOSTING NONSPORTING EVENTS IN A SPORT FACILITY

Between 2008 and 2011, \$8.137 billion was invested in new major facility renovation expenses across the NFL, National Basketball Association (NBA), MLB, and National Hockey League (NHL) (Baade & Matheson, 2011). Those figures do not account for the number of new facilities that colleges, universities, or local communities constructed. These facility costs need to be recouped somehow, so organizations often look to bring in outside entities to generate revenue.

When you are in charge of a sport facility, there are times when you may have to host nonsporting events in your facility. These events could vary from a bridal show to a concert to the circus to a business meeting. Since these events are not what the facility manager is generally in charge of executing, it is necessary to ensure there is adequate up-front planning to account for all the details. Some of these details may include properly training the staff, bringing in additional equipment, setting down false floors to cover the basketball court, removing seats, hanging decorations, and so forth.

Timelines for Events

It is crucial that event managers have timelines when running events. These timelines will help keep all of the employees on track and ensure that all tasks are completed in advance. Timelines also help the event manager make sure each area is accounted for and nothing slips through the cracks.

There are different types of timelines that event managers may employ during the event management process. The first is an event timeline. This timeline is useful for all of the planning that is required leading up to the event. It lists who is in charge of each event planning area and the deadlines for when the event must be completed. See **Figure 5-2** for an example of an event timeline.

Event: Youth Soccer Camp**Date: July 15-18, 2014**

Days Out	Task	Task Due Date	Responsible Party	Date Completed
-270	Secure soccer fields	10/17/2013		
-120	Create registration forms	3/16/2014		
-120	Secure event sponsors	3/16/2014		
-60	Start airing commercials for camp	5/15/2014		
-45	Finalize coaches for camp	5/30/2014		
-30	Obtain lunch for campers	6/14/2014		
-21	Plan drills for each day of camp	6/23/2014		
-14	Order camp t-shirts	6/30/2014		
-14	Purchase all equipment not obtained through sponsorship	6/30/2014		
-1	Print registration lists	7/14/2014		
5	Process all camp evaluation forms	7/23/2014		

FIGURE 5-2 Event Planning Timeline

The event manager should list the appropriate information at the top of the spreadsheet being used on the event timeline. *Days out* refers to how many days before the event the task must be completed. *Task* indicates what must be finished prior to the event. *Task due date* refers to the exact date the task must be finalized. *Responsible party* is the staff member who is in charge of completing the task. *Date completed* marks the actual date the task was finalized.

The second type of timeline is a day-of-event timeline. This timeline is necessary to guarantee completion of all details that need to be completed on the day of the event. It also indicates who is in charge of executing each of the details listed. **Figure 5-3** provides an example of a day-of-event timeline.

For the day-of-event timeline, *time* refers to when the task is to begin. *Task* indicates what is to be done during the period listed. *Responsible party* is the staff member who is in charge of completing the task. The *notes* section is for anything the event manager needs to highlight or remind the responsible party to do during that task.

Event: Youth Soccer Camp**Date: July 15-18, 2014**

Day 1: July 15, 2014

Time	Task	Responsible Party	Notes
6:00 AM	Staff arrives at camp		
6:30 AM	Set up registration/check-in station		
6:30 AM	Check soccer fields for safety		
7:00 AM	Staff meeting		
8:00 AM	Registration open		
9:00 AM	Camp begins		
9:15 AM	Drill #1		
9:55 AM	Water break		
10:00 AM	Drill #2		
10:30 AM	Ensure water coolers are full		
10:55 AM	Water break		
11:00 AM	Drill #3		
11:00 AM	Begin set-up for lunch		
12:00 PM	Lunch		
1:00 PM	Tactics session		
1:30 PM	Drill #4		
2:00 PM	Ensure water coolers are full		
2:25 PM	Water break		
2:30 PM	Scrimmage		
4:00 PM	Camp dismissal		
4:30 PM	Inventory equipment		
5:00 PM	End of day staff meeting		
5:30 PM	Pack up for the day		

FIGURE 5-3 Example Day-of-Event Timeline

SUMMARY

Creating events, whether they are mega-events, recurring events, traveling events, ancillary events, or community events, requires much up-front planning. The event managers must set goals and find a way to differentiate themselves from other events currently in the marketplace. Much of the event's success will be determined in early planning meetings when the key decisions, such as sponsor acquisition, participant recruitment, marketing strategies, and sales, are made. If you are submitting a bid for an event, it is important to work with other stakeholders to ensure that you are putting together the most thorough bid possible for the event's rights holder. Regardless of the type of event and whether a bid is required, it is critical that the manager and his or her team think through each decision in the planning process to maximize their success. Timelines can help the manager stay organized. These tools will keep the whole team on track and ensure that each task is completed by the due date.

DISCUSSION QUESTIONS

1. What is the point of having a mission statement for an event? How does it contribute to the event?
2. What are SMART goals? Why is goal setting important to the overall success of an event?
3. How would you conduct a feasibility study for an event?
4. What types of events require an event bid? How long before an event should you prepare a bid? Who should you include in the process to help you put together the best bid possible?
5. List three examples of each type of event.

Case STUDY

Bidding to Host an NCAA Championship

You are working for a Division I athletic department and are part of the committee working to put together a bid to be a host site for the second and third rounds of the men's NCAA basketball championship. You have been nominated to write the section of the bid that examines and discusses your bid city (including infrastructure, hotels, things to do, restaurants, demographics, and access/proximity to airports).

This bid is a serious and important undertaking for your athletic department. The athletic department has never hosted an event of this size, so you do not have any previous documents to use as a guide.

Further, some previous host cities have had difficulty selling out their arenas. The mistake some previous sites have made was assuming that these tickets would sell themselves because it is an NCAA men's basketball tournament event. You are determined not to let this happen. Therefore, it is important to identify multiple target markets that you can go after to sell tickets.

Your job involves the following tasks:

1. Based on the event requirements just discussed, write up your section of the bid.
2. Explain what makes your host site unique.
3. Identify five target markets that you and your colleagues in the athletic department can target to sell tickets. Explain how you will persuade these target markets to buy tickets.
4. Outline how you will involve the surrounding community in the bid and the event.

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