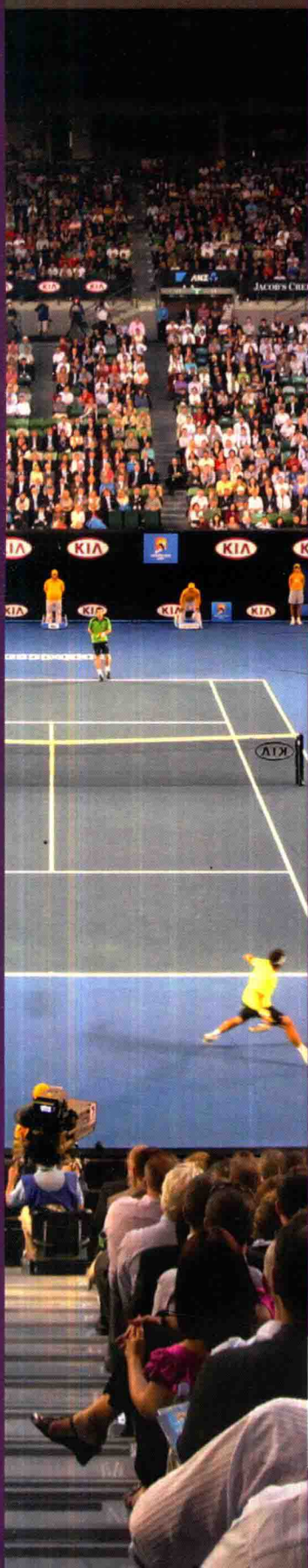


Second Edition

MANAGING SPORT FACILITIES AND MAJOR EVENTS

Eric C. Schwarz, Hans Westerbeek,
Dongfeng Liu, Paul Emery
and Paul Turner





Sport events are inextricably linked to the places in which they are hosted. High-profile events require high-quality venues, and the proper management of facilities is crucial to their success. Now in a fully revised and updated new edition, *Managing Sport Facilities and Major Events* is still the only textbook to introduce the fundamentals of sport facility and event management in an international context.

With detailed real-world case studies and insights from professional practice, this book offers a systematic guide to the management issues and practical problems that sports managers must address to ensure financial, sporting, and ethical success. It covers all the key aspects of sport facility and major event management including the bidding process, facility development, risk analysis, budgeting, marketing, branding, and quality assurance, as well as completely new chapters on analytics, impact, and legacy.

Now supported by a companion website containing slides, test banks, a glossary, and sample syllabus, this is an invaluable resource for students and practitioners alike and is essential to any course on sport facilities, event management or sport administration.

Eric C. Schwarz is a Senior Lecturer in Sport Management and Coordinator of the Postgraduate Courses in Sport Business and Integrity at Victoria University, Australia.

Hans Westerbeek is a Professor of International Sport Business, Pro Vice Chancellor – Sport, and Dean of the College of Sport and Exercise Science at Victoria University, Australia.

Dongfeng Liu is a Professor of Sport Management at Shanghai University of Sport, China.

Paul Emery is a retired sport management educator, as well as co-founder and honorary member of the European Association for Sport Management.

Paul Turner is a Senior Lecturer in Sport Management at Deakin University, Australia.

SPORT MANAGEMENT / EVENT MANAGEMENT



www.routledge.com/cw/schwarz

 **Routledge**
Taylor & Francis Group
www.routledge.com

ISBN 978-1-138-65861-5



9 781138 658615

an informa business

Routledge titles are available as eBook editions in a range of digital formats
Cover image: © Shutterstock

Second Edition

MANAGING SPORT FACILITIES AND MAJOR

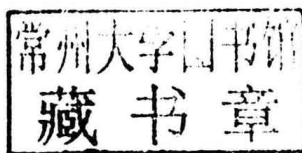
ERIC C. SCHWARZ, HANS WESTERBEEK, DONGFENG LIU, PAUL EMERY AND PAUL TURNER

edg

MANAGING SPORT FACILITIES AND MAJOR EVENTS

SECOND EDITION

**ERIC C. SCHWARZ, HANS WESTERBEEK,
DONGFENG LIU, PAUL EMERY, AND
PAUL TURNER**



First published 2017

by Routledge

2 Park Square, Milton Park, Abingdon, Oxon OX14 4RN

and by Routledge

711 Third Avenue, New York, NY 10017

Routledge is an imprint of the Taylor & Francis Group, an informa business

© 2017 Eric C. Schwarz, Hans Westerbeek, Dongfeng Liu, Paul Emery and Paul Turner

The right of Eric C. Schwarz, Hans Westerbeek, Dongfeng Liu, Paul Emery and Paul Turner to be identified as authors of this work has been asserted by them in accordance with sections 77 and 78 of the Copyright, Designs and Patents Act 1988.

All rights reserved. No part of this book may be reprinted or reproduced or utilised in any form or by any electronic, mechanical, or other means, now known or hereafter invented, including photocopying and recording, or in any information storage or retrieval system, without permission in writing from the publishers.

Trademark notice: Product or corporate names may be trademarks or registered trademarks, and are used only for identification and explanation without intent to infringe.

British Library Cataloguing-in-Publication Data

A catalogue record for this book is available from the British Library

Library of Congress Cataloging in Publication Data

Names: Schwarz, Eric C., editor.

Title: Managing sport facilities and major events / Eric. C. Schwarz, Hans Westerbeek, Dongfeng Liu, Paul Emery and Paul Turner.

Description: Second Edition. | New York : Routledge, 2016. | Includes bibliographical references and index.

Identifiers: LCCN 2016021158 | ISBN 9781138658608 (Hardback) |

ISBN 9781138658615 (Paperback) | ISBN 9781315620695 (eBook)

Subjects: LCSH: Sports facilities—Management. | Sports administration. | Special events—Management.

Classification: LCC GV401 .M33 2016 | DDC 796.06/9—dc23

LC record available at <https://lcn.loc.gov/2016021158>

ISBN: 978-1-138-65860-8 (hbk)

ISBN: 978-1-138-65861-5 (pbk)

ISBN: 978-1-315-62069-5 (ebk)

Typeset in Melior

by Swales & Willis Ltd, Exeter, Devon, UK

Printed and bound by CPI Group (UK) Ltd, Croydon, CR0 4YY

Visit the companion website: www.routledge.com/cw/schwarz

MANAGING SPORT FACILITIES AND MAJOR EVENTS

Sport events are inextricably linked to the places in which they are hosted. High-profile events require high-quality venues, and the proper management of facilities is crucial to their success. Now in a fully revised and updated new edition, *Managing Sport Facilities and Major Events* is still the only textbook to introduce the fundamentals of sport facility and event management in an international context.

With detailed real-world case studies and insights from professional practice, this book offers a systematic guide to the management issues and practical problems that sport managers must address to ensure financial, sporting, and ethical success. It covers all the key aspects of sport facility and major event management including the bidding process, facility development, risk analysis, budgeting, marketing, branding, and quality assurance, as well as completely new chapters on analytics, impact, and legacy.

Now supported by a companion website containing slides, test banks, a glossary, and sample syllabus, this is an invaluable resource for students and practitioners alike and is essential to any course on sport facilities, event management, or sport administration.

Eric C. Schwarz is a Senior Lecturer in Sport Management and Coordinator of the Postgraduate Courses in Sport Business and Integrity at Victoria University, Australia.

Hans Westerbeek is a Professor of International Sport Business, Pro Vice Chancellor – Sport, and Dean of the College of Sport and Exercise Science at Victoria University, Australia.

Dongfeng Liu is a Professor of Sport Management at Shanghai University of Sport, China.

Paul Emery is a retired sport management educator, as well as co-founder and honorary member of the European Association for Sport Management.

Paul Turner is a Senior Lecturer in Sport Management at Deakin University, Australia.

1894
1895

DEDICATIONS

Eric C. Schwarz: This book is dedicated to my wife Loan for all her love and support throughout this project, and always. I would also like to recognise the work of Jonathan Robertson for his assistance and collaboration on this project. Finally, I would like to acknowledge the support of my colleagues at the College of Sport and Exercise Science and ISEAL at Victoria University, and at Shanghai University of Sport.

Hans Westerbeek: To all hard-working professionals in sport facility and event management.

Dongfeng Liu: I would like to thank Lei, my dear wife, and two amazing little ones, Dayu and Youyang, for their understanding and support of my use of many family hours for work. I would like also to thank my long-time friend, colleague, and co-author Eric Schwarz, for his friendship, inspiration, and encouragement.

Paul Emery: Dedicated to our new grandson, Jack D'Arcy, who thankfully slept so peacefully whilst writing these chapters. One day may he fulfil his dreams at a sport facility or event of his choice.

Paul Turner: I would like to thank my family for their support in all of my scholarly endeavours.



PREFACE

The title of this book, purposely combines the management of facilities and events. The sport or entertainment event is inextricably linked to the place and location in which it is being organised and hosted. High-profile events require high-profile facilities; high-quality events require high-quality facilities; big events require big facilities; community events require facilities that cater for the needs of community groups; and so on. The type of event brings with it an endless list of requirements, the fulfilment of which determines the eventual success or failure of the event. Transport to and from the event, overnight visitors' accommodation, a sizeable target market that is willing and able to attend the event, climatic conditions at the event location, specific athletes' or entertainers' requirements such as playing surface or acoustics – all are just a start to the list of matters that need consideration when matching the facility (location) with the event. In other words, a book on facility management is incomplete when the events that are to be hosted at the facility are not discussed. The same principle would apply to a book that dealt with event management without considering the event location. Although many of the examples used in the book will be related to professional sport, it needs to be understood that our facility and event definitions extend beyond the professional sport arena. That is, it is our intention to provide a context for the establishment and organisation of participative and spectator events, for community and elite events, and for profit and non-profit events. These events can be and are hosted in facilities ranging from state-of-the-art sporting 'temples' to local community halls. However, in the interests of providing a clear focus, we will look for our examples largely in the sport and recreation industry. An industry is a collection of suppliers to a marketplace who principally provide products that are substitutable. In this book, we will position 'sport facilities' and 'sport events' as sub-industries or sectors of the wider sport and recreation industry.

This book is also intended to provide you with an extensive insight into the different markets that are served by the events sector – to better understand how, when, and why to build new facilities, and to take a long-term perspective when managing either facilities or events. The latter is important in order to stay ahead of the developments in a sector that is long-term capital-intensive. In other words, if you incorrectly assess the needs of the target markets, leading to financing and building the wrong facilities, the (financial) consequences will also have a long-term impact. Rather than providing a purely ‘technical’ approach to how to plan and operate facilities and how to organise events, we have taken the perspective of the facility and event manager as our guide to writing this book. We will take you through the process of building a new facility, considering the research and preparation that goes into assessing the feasibility of setting up a new facility and event business. Having done this, we will guide you through the processes of building the facility and operating it by organising events in it, ultimately leading to intermediate performance monitoring and to determining the levels of success achieved.

In the first chapter, we provide a broad insight into the structure, size, and trends that typify the facility and events sectors. This ‘big picture’ information is used in Chapter 2 to briefly elaborate on the key drivers of success when planning, designing, building, and operating sport and entertainment venues, and when planning and organising events. Although there is a wide range of performance indicators that can – and need to – be considered when monitoring and measuring the successful management of facilities and events, we will limit our discussion in Chapter 2 to three key drivers of success. These are time, quality, and money. In Chapters 11 and 12, we will elaborate on measuring facility and event success by applying a scorecard approach to performance measurement (Chapter 11), and by looking at the impact of facilities and events from economic, social, and environmental points of view (Chapter 12).

Having considered the drivers of success, in Chapter 3 we show the steps through a process described as the feasibility analysis. Before committing to the major investment that comes with building large venues, a significant amount of research needs to be conducted in order to ensure its viability. In this chapter, we will analyse the stakeholders of both the newly planned facility and the events that might be hosted there. We will conduct a geographic analysis, an analysis of all potential customers, and, finally, a financial analysis in order to determine the overall feasibility of the new venue. Based on the outcome of research, in Chapter 4 we will consider design and building issues, ultimately leading to a comprehensive insight into facility and event logistics. This information can then be used in a building brief. Assuming that the facility has now been built, in Chapter 5 the facility management organisation is established – in other words, what needs to be done in order to operate successfully within the physical structures of the venue, which types of qualified personnel and how many of them we need, and what type of infrastructure is required. Having

established a facility management organisation, we can start the process of organising our own events or, indeed, attracting events to our venue.

In Chapter 6 we will discuss the process of bidding for major events, how to structure the event management network, and how to start the process of event planning in the case of a successful bid. This process is continued in Chapter 7, where we start integrating our facility and event information. In other words, the venue now needs to be transformed to event mode, and an event project management structure needs to be merged with the existing facility management organisation. From both a facility and event perspective, this is also the time when risk management issues are considered.

In Chapter 8 we turn our attention to attracting the all-important customers (often better known as participants and spectators) to our venue and to our events. This can be done in a variety of ways, including the marketing of the venue itself, marketing the events, or positioning either the facility or the event based on specific strengths of the organisation (e.g. its ability to deliver exceptional service). In Chapter 9 we focus on the actual event, and on event operations from the perspectives of staffing, scheduling, crisis management, service delivery, risk management, financial management, and, of course, actual event management. Chapter 10 will expand on these event operations topics in terms of destination marketing, image, and branding. Then, as noted earlier, an in-depth discussion of performance measurement will be conducted in Chapters 11 and 12.

In the first part of Chapter 1, we overview briefly how events have always been an important part of human societies, leading to what we now call the facility and event management sector.

NOTES ON THE AUTHORS

Eric C. Schwarz from the United States started his career working in facility scheduling, special event management, and recreation programming for sport facilities. He has also worked at numerous major events including the NBA and NHL All-Star Weekends, the NFL Super Bowl, the Boston Marathon, and NASCAR auto racing events. He has been a sport management academician for the past 15 years at Daniel Webster College in New Hampshire, USA, and Saint Leo University in Florida, USA. Currently, he is a Senior Lecturer in Sport Management and Coordinator for the Postgraduate Courses in Sport Business and Integrity at Victoria University in Melbourne, Australia, as well as a visiting Professor at the Shanghai University of Sport in China. He has published two editions of *Advanced Theory and Practice in Sport Marketing* and two editions of *Sport Facility Operations Management: A Global Perspective* – the second edition of each with Routledge.

Hans Westerbeek is a Professor of International Sport Business. Currently serving as Pro Vice Chancellor – Sport and the Dean of the College of Sport and Exercise Science at Victoria University in Australia, he was the founding Director of the Institute of Sport, Exercise and Active Living (ISEAL). He has (co)authored more than 200 scientific, popular science, and opinion articles, 23 books, and 16 book chapters, and his books have been translated in to Dutch, Greek, Chinese, Russian, and Arabic. He is a past President (and founding Board member) of the Sport Management Association of Australia and New Zealand, and of the Netherlands Chamber of Commerce in Australia. He continues to serve as a Chair of Sport Management at the Free University of Brussels (Belgium) and as a visiting Professor at both the Read Madrid Graduate School in Spain, and the Central University of Finance and Economics in Beijing, China. He is a member of Club Melbourne and he was a foundation Board member of the Australian Football League (AFL) Europe, the AFL-endorsed governing body in Europe. Prior to migrating to Australia

in 1994, he worked as a marketing professional in the Netherlands. He co-founded the European Association for Sport Management and was a founding member of the European Union's European Network of Sport Science Institutes. He is also an active researcher, corporate facilitator, author, and consultant to more than 50 organisations and governments in a variety of countries including Australia, the USA, Malaysia, China, the United Arab Emirates, Belgium, the Netherlands, Brazil, India, Switzerland, New Zealand, India, and Japan. In addition to the first edition of this book, Hans has been involved with numerous projects with Routledge including *Sport Management: Principles and Practices*, *Global Sport Business: Community Impacts of Commercial Sport*, and *Australian Sport – Better by Design: The Evolution of Australian Sport Policy* among numerous other publications and experiences across the sport business management realm.

Dongfeng Liu is a Professor of Sport Management, and Co-Dean of the School of Economics and Management at Shanghai University of Sport in China. He is also International Professor at INSEEC Business School in Bordeaux, France. In addition, he holds visiting professor status at the University College in Dublin, Ireland; adjunct professor status at EM Lyon Business School in France; and was a post-doctoral research fellow at Sheffield Hallam University in England in the area of sport events and urban development. He is a member of China Sports Strategy Society, a think tank of China's Sports Ministry. A leading researcher and well-published author in the area of impacts and legacies of mega-sporting events, he is the co-author of a Routledge book – *The Global Economics of Sport*.

Paul Emery has more than 25 years of experience in sport management education. As an internationally renowned educator, facilitator, and manager, he has been awarded institutional and national awards for his innovative and engaging teaching. As a co-founder and honorary member of the European Association for Sport Management, Paul has taught on four continents, and supervised more than 60 research theses to successful completion. Paul has presented and published widely in the area of sport project and major event management, drawing considerably upon his theoretical studies as well as practitioner management experiences in both sport facility and sport event environments. He is one of the co-authors from the first edition.

Paul Turner is a Senior Lecturer in Sport Management at Deakin University in Australia. He has worked in Women's Soccer (National), State Soccer, and State Touch sporting associations in Australia. He also was the Competition Coordinator for Melbourne Football for the Sydney Olympic Broadcasting Organisation (SOBO) during the 2000 Olympic Games. He was also one of the co-authors of the first edition.

CONTENTS

<i>List of figures</i>	ix
<i>List of tables</i>	xi
<i>List of case studies</i>	xiii
<i>Preface</i>	xiv
<i>Notes on the authors</i>	xvii
1 Introduction to sport facility and major event management	1
2 Key success factors of operating sport facilities and running sport events	28
3 Feasibility analysis and market research for planning new sport facilities and events	55
4 New sport facility development: planning, design, and construction	87
5 New sport facility development: preparing the facility management infrastructure	117
6 New sport facility operations: attracting events	140
7 New sport facility operations: planning the event management infrastructure	163
8 Attracting customers: marketing sport facilities and events	188
9 Running the sport event: event operations	211

10	Destination marketing, image, and branding through major sport events	243
11	Performance management: evaluating operations	258
12	Performance management: legacy and measuring impact	279
	<i>Index</i>	298

FIGURES

Figure 1.1	Timeline of stadium construction	5
Figure 2.1	The project management environment	38
Figure 2.2	Organisation systems and relationships	39
Figure 2.3	Lifecycle stages and core management processes of managing major sport events	41
Figure 2.4	The seven purposes of performance measurement	45
Figure 2.5	Lifecycle stages of a facility	49
Figure 3.1	Porter's Competitive Forces Model	76
Figure 4.1	Key phases, milestones, timings, and the main professionals involved in the development process	90
Figure 5.1	Performance appraisal and training needs	128
Figure 6.1	The cyclical bid process	157
Figure 6.2	Network relationships in the bidding process	159
Figure 7.1	Sample organisational structure for a sport facility: separating in-house and contract operations	171
Figure 7.2	Risk assessment matrix: likelihood/frequency vs. consequence	182
Figure 7.3	Risk assessment matrix: likelihood/frequency vs. consequence	186
Figure 8.1	Marketing strategy constraints	198
Figure 8.2	The relationship between quality, satisfaction, and retention	202
Figure 8.3	The Sport Servuction Model	203
Figure 8.4	The Sportscape Model	205
Figure 9.1	Heart rate graph of a torch relay (single-moment) non-ticketed event spectator experience	213
Figure 9.2	Elements of the logistics system	215
Figure 9.3	World Indoor Athletics Championship's incident communications	221