

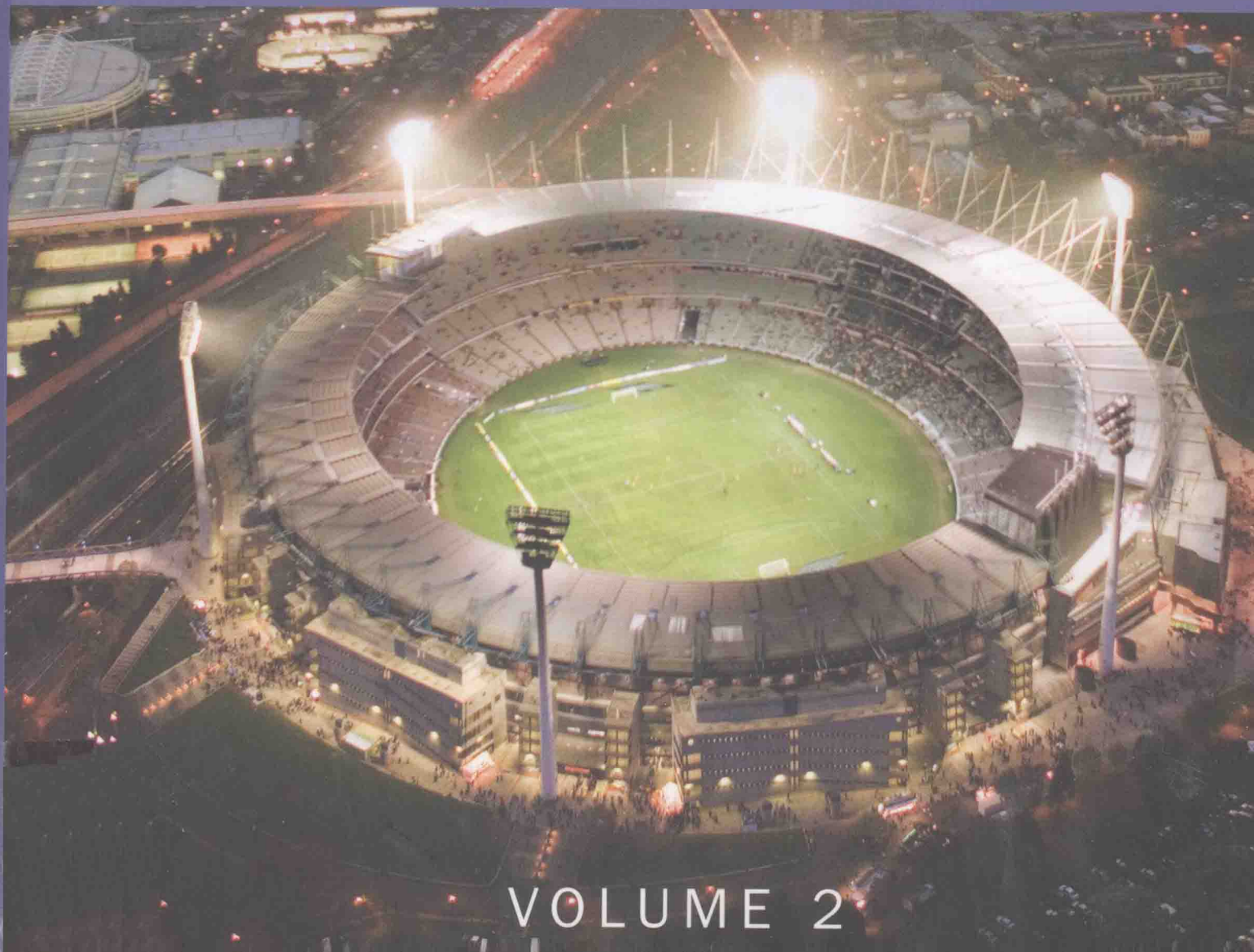


ENCYCLOPEDIA OF

SPORTS

Management and Marketing

Linda E. Swayne and Mark Dodds
GENERAL EDITORS



VOLUME 2

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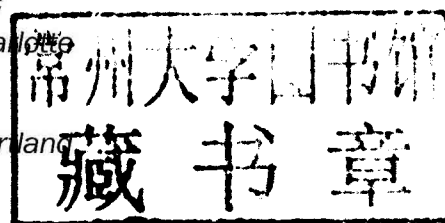
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Entry Control

Turnstiles regulate the number of people who gain access to a certain section of the stadium and at what time these people get in. However, the effectiveness of turnstiles remains highly dependent of the ticket system that they are working in conjunction with. In the past, most stadiums had unseated stands, or terraces, where fans would pick their own spot to stand. Tickets were not assigned to a specific seat, which allowed for counterfeiting and overcrowded terraces. Sometimes the overcrowding went out of control and even resulted in casualties because of crushes, which happened in 1989 at the Hillsborough Stadium in England. At present, most stadiums use bar-coded tickets that only grant access to certain sections of the venue.

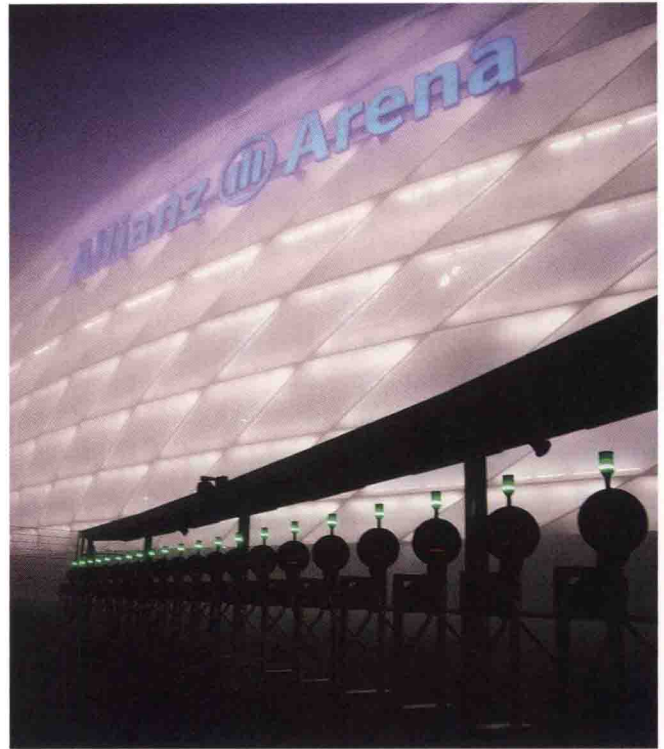
Turnstiles

The amount of spectators who enter a sport venue, through which entry point, and at what point in time is usually regulated by turnstiles. A turnstile is a gate that allows persons to enter a building or area one at a time. The use of turnstiles allows sport venues to keep track of the number of people who are in their facility and in what section of the facility. When a section is full, the flow of spectators to that section can be stopped immediately.

When used correctly, the turnstile system can be very flexible and will contribute to spectator convenience as it reduces the time and effort it takes people to get into the stadium. Modern turnstile systems can be programmed to grant access to only those who have a ticket for the specific section the turnstile provides access to. Therefore, the functioning of the turnstiles is highly dependent on the ticket system used by the venue.

Ticketing

At present, most sport teams and sport venues use either bar-coded paper tickets or electronic tickets that are assigned to a specific section of the stands. In the past, up until the 1990s, paper tickets were used. The seats, if assigned, were printed on the ticket, but the stadiums relied on stewards at the entry points who checked if the fans were entering the right section. Furthermore, most stadiums in Europe had stands without any seats at all; the fans



A row of modern turnstiles outside the Allianz Arena in Munich, Germany, in 2005.

could stand on the terraces wherever they wanted. These aspects have contributed to some of the greatest stadium disasters in history, like the Hillsborough disaster in 1989. During the semifinal of that year's FA Cup, 96 fans were crushed to death on the terraces. The fans were unfamiliar with the stadium layout but wanted to get in as fast as possible. The section was standing room only and quickly overflowed with fans, most of whom did not have a ticket for that section but got in because the checkpoints at the turnstiles did not function properly.

Paper tickets without bar codes have been easy to counterfeit, resulting in loss of revenue for sport teams and venues—not to mention the disappointed fans who were denied access after thinking they purchased a valid ticket for the event.

Stadium tickets have come a long way from basic paper formats. At present, tickets are personalized and bar coded to ensure that only the people with tickets for the specific section are granted access through the specific turnstiles. A new innovation in ticketing was implemented during the 2006

Soccer World Cup in Germany where all tickets were equipped with an RFID chip. The RFID chip allowed the organizers to personalize the tickets by storing the owner's identification data so that only the person who bought it could use it to enter the stadium. FIFA did allow the tickets to be transferred to family members in the case of undue hardship. These tickets were impossible to forge and very hard to sell on the black market, ensuring that most tickets remained available on the open market for reasonable prices.

Since the 2006 World Cup, other soccer organizations have taken RFID to the next level. The English soccer team Manchester City FC has issued credit card-sized season tickets equipped with RFID. The chip allows fans access through the turnstiles of their section and to buy food and merchandise inside the venue by just swiping it at the registers.

Entry Points

The points of entry in modern stadiums are designed to provide visitors with safety and convenience. They are located strategically along the perimeter of stadiums to evenly distribute the flow of spectators who seek entry, preventing the formation of large crowds pressing to get into the stadium at the same time. The stadium's entry points should be located in conjunction with the stadium's primary access routes, being car parking lots, train and subway stations, and walking routes. The actual number of turnstiles used in a particular stadium depends on the so-called throughput of the turnstile system and the amount of spectators that is desired to enter the facility in a certain time span. The throughput of a turnstile system is the amount of time it takes to have one person use the turnstile to enter.

Koen Scheppers

State University of New York College at Cortland

See Also: Credential Badges; Risk Management; Ticket Fraud; Ticketing.

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Environmental Impact Analysis

The Environmental Protection Agency defines environmental impact as the effect of an activity or substance on the environment. Per this definition, it is clear that the sporting industry has a significant impact on natural resources, regardless of whether it is a sports venue, traveling to competitions for athletes and spectators, producing equipment for sports, or any other aspect of the industry. Depending on the nature of the event, this could be a fairly insignificant impact or a worldwide impact, which is why assessing the potential environmental impact of any sporting event is an important element of any game or event. This factor has a profound effect on the cost, location, and scope of any event from a high school football match to the Summer Olympics or World Cup. The scope of the event will determine the kind of decision makers involved, be it local, regional, or national.

The sporting industry has evolved from being a pastime activity to a multibillion-dollar industry that involves factors such as athletes, lawyers, owners, governments, and a multitude of management personnel. Other factors that must be considered when planning any sporting event include where it will be held, how it will be funded and marketed and the impact the event will have on the chosen locale. The economic impact is considered as well, and the environmental impact, as the two elements can have a significant impact upon the city and country.

The 1980s and 1990s saw an increased awareness of the negative environmental impacts of sporting