



Erasmus+ Sport Programme
Collaborative Partnership

DEVELOPING SPORT ADMINISTRATION COMPETENCES
(ADMINS)

Customized Curriculum for Sports Administrators

Intellectual Output 3



Following the completion of the Module, the participant will able to:

- Manage the organization of various sports events;
- Create a balance sheet of a sport events and assess its success;
- Manage the trends in sport and sport tourism, as well as the community organization for the development of sport tourism.

Table 1. Module 3: The basics of sports management

TOPICS		CONTENT	LEARNING OUTCOMES	WORKLOAD
1	Sports events categories	<ul style="list-style-type: none"> • Categorization of sports events • Event Bidding • Event Hosting 	<ul style="list-style-type: none"> • Identify and describe the categories of sports events • Manage event bidding • Manage event hosting 	4 T 2 P
2	Organization of sports events	<ul style="list-style-type: none"> • Sports events organization process • Risk management 	<ul style="list-style-type: none"> • Define the process of organization of a sports event • Manage the risks 	4 T 2 P
3	Sports events balance sheet	<ul style="list-style-type: none"> • Sport event balance sheet • Revenues and expenses of sports events • Calculation and monitoring of economic effects • Evaluation of sports events 	<ul style="list-style-type: none"> • Explain and create a balance sheet of a sport event • Calculate the incomes and expenses of a sports events • Calculate and evaluate the economic effects of a sports events • Assess the success of a sports events 	4 T 2 P
4	Trends in sports and sports tourism	<ul style="list-style-type: none"> • Trends in sports and sports tourism 	<ul style="list-style-type: none"> • Explain and manage trends in sports and sports tourism 	3 T 1 P
5	Community organization for the development of sport tourism	<ul style="list-style-type: none"> • (Social) community analysis • SWOT analysis of (social) community 	<ul style="list-style-type: none"> • Explain the types of community organizations for the 	5 T 3 P



	<ul style="list-style-type: none"> • Setting vision, mission and community goals • Content forms and locations • Human resources • Volunteer recruiting • Development of tourist connections • Building of organized touristic community 	<ul style="list-style-type: none"> • development of sport tourism • Social community analysis • Build a SWOT analysis of social community • Identify the vision, mission and goals of the community • Identify various forms of content and different venues for sports events • Identify the importance of human resources • Manage volunteer recruiting • Develop tourist connections • Manage the creation of an organized sports tourism community 	
Teaching Methods:			
Oral presentation method, the method of independent learning, the method of practical learning			
VLE Delivery:			
VIDEO CONTENT – video materials intended for each of the module’s topics; THEORETICAL CONTENT – reading materials created in order to broaden the video content; PRACTICAL CONTENT – various exercises that will foster the learning process; KNOWLEDGE ASSESSMENT – short quizzes; uploads of completed tasks will be expected.			
<i>Note:</i> The ratio will depend on the type of the module’s topic, as it will put greater emphasis on e.g. theoretical content when the topic is introductory / practical content when the topic offers the greater opportunity to introduce various tasks			
Staff prerequisites: trainer in the field of the module in question			
Literature and other information sources for students: Instructional Materials according to the Curriculum			
Literature and other information sources for teachers:			
<ul style="list-style-type: none"> • Sport Tourism; Tourism British Columbia - Ministry of Jobs, Tourism and Innovation, Fifth Edition, 2011., dostupno na: http://www.jtst.gov.bc.ca/industryprograms/pdfs/SportTourismTBEGuide2011_July07.pdf • Bartoluci, M., Škorić, S., Uloga sportskih stručnjaka u realizaciji sportsko-rekreacijskih programa u turizmu, http://www.hrks.hr/skole/15_ljetna_skola/46.pdf 			



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Topic 1. Sports events categories

In the scientific literature sports tourism includes the ranking of sports events from mega sporting events (such as the Olympic Games, the FIFA World Cup), over medium (such as national or regional sporting events) to small sporting events (local sports competitions). Depending on the size and importance of sports event, sport has a different role in the context of promoting tourist destination, as well as different values. This can be through the preservation of the natural environment, as well as through capital investments in infrastructure (where it stimulates the development of the local economy), organizing numerous entertainment and artistic programs, characteristic of the city / region / country organizer, etc. (Avramovski, 1996; Turco, 1998; Kaplanidou & Vogt, 2006; Getz, 2008; Bjeljic, 2010; Rydin, Seymour & Lorimer, 2011). Gratton, Dobson & Shibli (2000), singled out great sporting events, which are held every year (e.g., ATP and WTA tournaments at Wimbledon) and large sporting events that are occasionally held. Wilson (2006) also singled out small events where the number of competitors is often higher than the number of viewers, and they are often held throughout the year and have little interest from the national media, as well as limited economic activities. Sports events of this type are held in small or medium-sized towns in order to provide proportionally (in relation to the size and population) greater economic benefit than it would be to maintain them in large urban areas (Veltri, Miller & Harris, 2009).

Sporting event as a concept cannot be considered and understood without its integral part - of sports competitions. Sporting event without a sports competition would not be complete or purposeful social phenomenon. Sports competition is based on the establishment of any sporting event. As defined by M. Tomic (2001) "Competition is the cause of sports events."

Why to organize sport event?

- Raising performance standards
- Raising the profile of the organization in the community
- Providing promotional opportunities for sponsors
- Improving facilities
- Upskilling volunteers

Sport event managers deal with a plethora of issues related to planning, organizing, leading and delivering sport events. Their areas of responsibility can be very broad or very specific depending on factors like the size of the sport event.

Sport event management professionals plan competitions that are both spectacular and safe for everyone participating or watching. Managers are essential to today's mega-events, which involve big-budget production, massive audiences, global broadcasting, and enormous local impact. However, professional guidance can be a worthwhile investment for smaller-scale competitions as well. A local 5k race is very different from a world-class marathon, but it still takes careful planning and specialized resources to ensure operations go off without a hitch.



Sporting events are programs, which are dominated by creative and complex facilities, primarily sports, but also recreation and entertainment. As such, they achieve tourism effects and goals and have a socio-economic importance for the city, region or state. Depending on the size and importance of sports event, sport has a different role in the context of promoting tourist destination, as well as different values. Each sport discipline has its own criteria by which athletes are ranked individually or as team.

Event Bidding

It is a normal practice for any representative body, at any level, that has the responsibility to select which organisation will stage an event, to ask each and every rival organisation to supply a proposal detailing how they will organise and stage the event. This process of supplying a proposal is often referred to as the "bid process". The main purpose of the bid process is to:

- Demonstrate that the bidding organisation has the capability and resources to stage the event
- Provide additional reasons why the bidding organisation should be selected over other rival bidders. For example, these additional reasons may include:
 - Participants will have better facilities than other rival bidders
 - The event has greater financial backing than rival bids
 - Public support is more assured
 - Spectators will have better facilities
 - It's their turn

When organisations are required to enter into a formal bid process in order to win the right to stage an event, there are two tasks. The first task is to develop a bid proposal and to submit the document to the selecting authority by the required date. In addition, it is often advantageous to attend a meeting of the selecting authority and make a formal presentation that draws out the main points or highlights of their proposal and to answer any questions that may arise. This is the second task.

Event Hosting

Hosting large sporting events requires countries to undertake mega projects and events, resulting in direct economic impact. This leads to an increase in activity and employment in the engineering, procurement and construction sector related to infrastructure spending, along with increased employment and spending in the tourism sector resulting from the inflow of tourists into the country (though this might displace non-event tourism because of congestion costs), as well as an increase in consumer spending during the event.



Topic 2. Organization of sports events

A sports event is an organized sporting event. It is held over a period of time and brings together many competing teams of the same sports organization. The teams compete under set rules by the sports organizations. Some of the most famous sports events are the Olympics, common-wealth games, football world cup, Paralympics games, and African cup of nations, among others.

Kew says there is no doubt that social engagement and competition are the most significant characteristics that are observable in a sports event. Events are social events in which two or more teams collaborate, abide by the set rules by the respective organizations, and agree to the terms and conditions set to compete in them (qt. in Shilbury and Kellet 14).

The outcome of the match is based on skill, strategy, and chance. The team's technical benches are involved in setting up a strategy, sharpening their player skills and physical fitness to win the match. Highly contested matches attract the interests of the fans, who fill the stadium to capacity.

There are high levels of competition, cooperation, and conflict that are experienced and expected. The teams are compelled to adhere to the set out or laid down terms and conditions, and the matches end with no many incidents.

A sport of nature is characterized by so much physical prowess. It is played with the realm of ongoing and regular competitions, there is a lot of competition, and rules are set to govern the competition by the federations (Shilbury and Kellet 13).

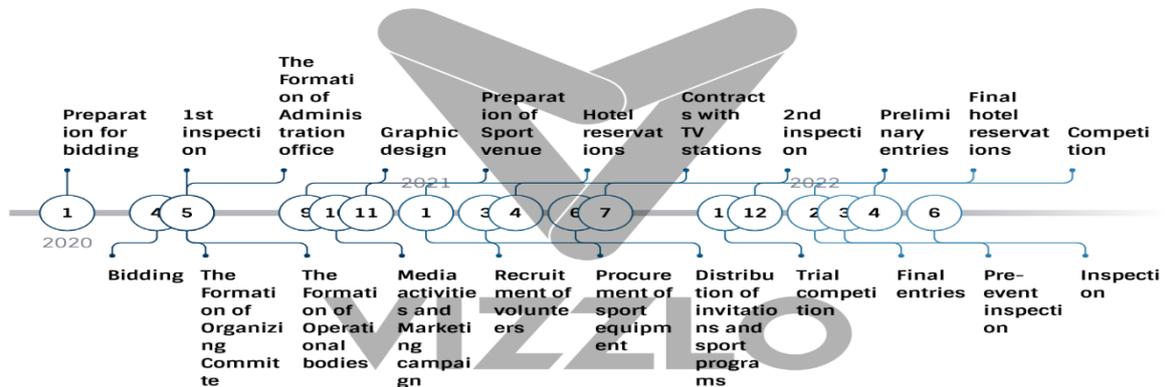
In the recent past, sports events have witnessed a lot of punctuality. This is due to the high levels of planning before and on the day of the event. All the teams are warmly welcomed and ushered into their respective changing rooms by the attendants, who are mostly volunteers. The matches start on time, and all other activities before and after the match are on time as well.

Successful sports events are globally brought about by the sports organization management that involves all the stakeholders. Representatives are drawn from; the participating teams, a particular sports federation, the referee associations, the media, the sponsors, and the professional player associations, among others.

Sports events organization process



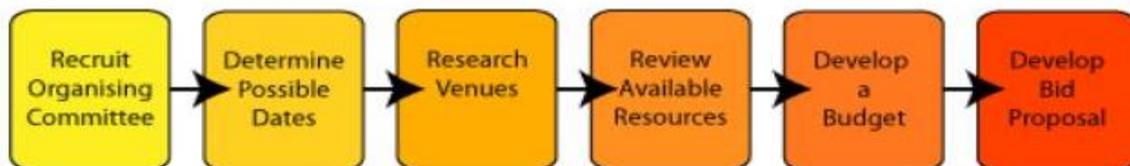
Timeframe for



There are 4 main phases in planning an event:

1. Candidature/bidding
2. Preparatory actions
3. Implementation of the competition
4. Evaluation

Bidding demonstrate that the bidding organisation has the capability and resource to stage the event. Provide additional reasons why the bidding organisation should be selected over other rival. In practice the next steps are part of the bidding process:



The most common reason for application is:

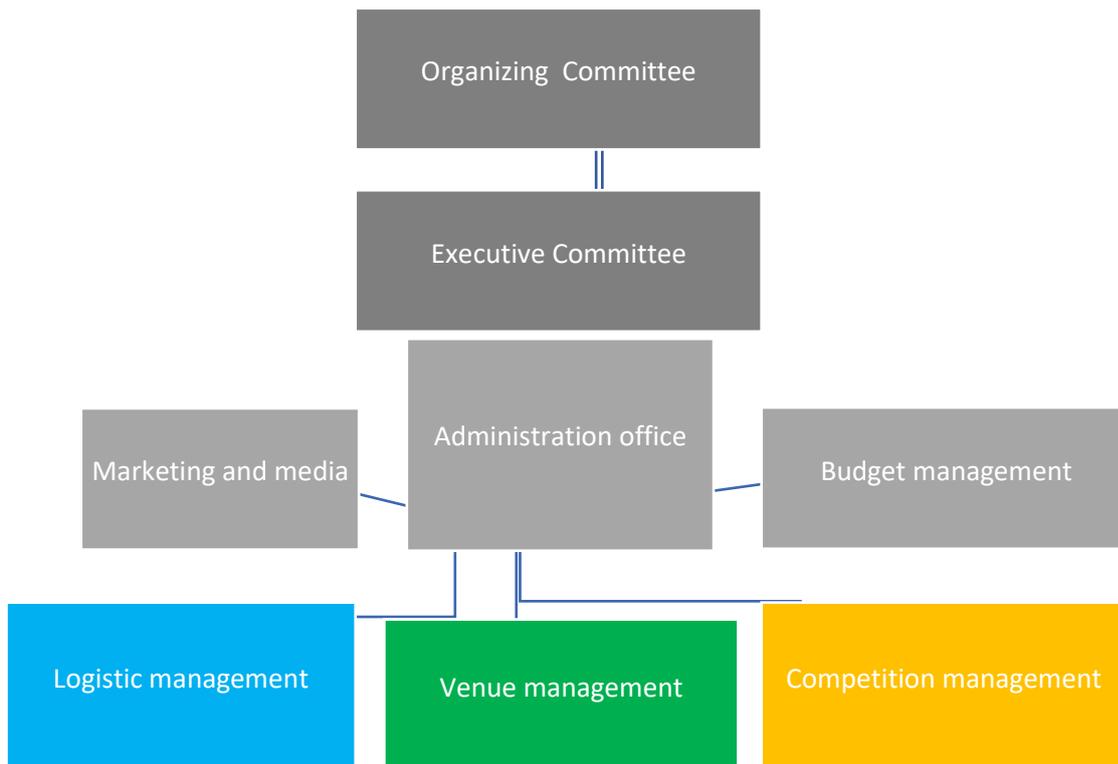
- The participant will have better facilities than another rival bidder.
- The event has greater financial backing than rival bids.
- Public support is more assured



Preparatory actions include:

- The formation of an Organizing Committee
- The formation of an administration office
- The formation of operational bodies

Organizational structure



The Organizing Committee is the center of sports events. It is usually formed by a person from local, regional and national authorities, government, stakeholders, sponsors, local and national sports federation. The Organizing Committee develops a business plan which usually include mission/vision/goals/principles, an overview of agreements and contract information term of reference, budget and financial management/control and overview of key executives.



Executive Committee members must have a range of skills in networking, financial and legacy management, organization skills and the most important experience in HRM (Human resource management)

- Operational plan: highlights the responsibilities to be fulfilled by functional area and terms of reference by answering what has to be done, who will do it and who will assist, when, where and how it will be done.
- Division plan: each functional area is to provide a description of the work to be completed, the scope and exclusions, provisional timelines, major contracts, and overall costs.

Managing an event staff include the following tasks:

- Recruit a team
- Evaluate job description
- Training
- Control systems
- Meetings

The event budget is a projection of the income and costs that the event will incur based on plans made and information gathered. The preparation of a budget is an essential part of event management. Importance of financial control is crucial.

Graphic solution of the logo and all other visuals for the needs of:

- Decoration of a hall and outdoor space
- Printed materials
- Promotional activities
- Advertising
- Promotional Items

Target audience: government, media, national sport federations, sports clubs, athletes, sponsors

The key objectives:

- To raise awareness of and improve the image of the event
- To increase media coverage and organizational profile for the event
- To ensure that media relations and marketing strategies are sustainable
- To provide key marketing opportunities
- To establish strong sponsorship opportunities
- To establish and celebrate sporting profiles
- To increase brand identity recognition



The main purpose that promotion serves is to attract participants and spectators, but also for sponsors.

A well promoted event increases public awareness of the organization. Promotions are crucial to capturing customers, and this is no different in sports, specifically professional sports.

Promotions can have a wide range of objectives including: sales increases, new product acceptance, creation of brand equity, positioning, competitive retaliations, or creation of a corporate image. Some of these objectives are desired when planning promotions in sports, but often times they are to improve the fan experience or relationship.

Media and promotion are key factors in the success of a event. The rising of mobile phone users and social media has changed the way we look at variety things in today's society, including our engagement in sports. There are many different social media platforms like Facebook, Twitter, Instagram and YouTube etc.; people can use these social media tools really conveniently in their daily lives. Social media has become an important tool for distributing contents and attracting new readers, as well as creating more participation. The social media tools have impacted the sports from many different ways, such as communications and sports marketing.

Administration office

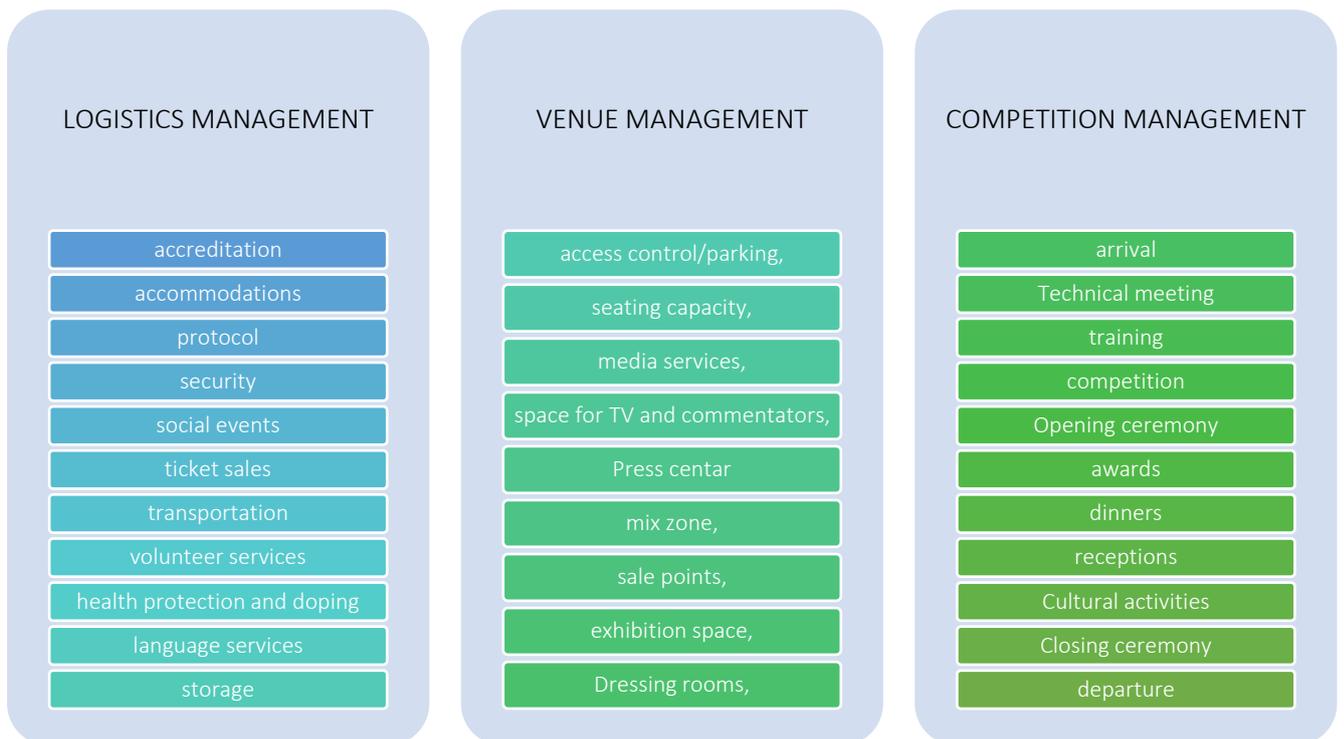
Tasks of the administration office:

- Organisation structure – event committee list and staffing structure with clear job description
- Schedule of event provides a complete picture of all activities leading up to and support event
- Venue map
- Communication system for committee and key staff (cell phone, mail addresses)
- Legal aspects – contracts, legislation such as Health and Safety acts, Fire Prevention Acts and Data protection Act
- Provision of required licenses and permits
- Insurance
- Emergency services: fire, police, ambulance
- Diplomacy, visas
- Concession, guarantees
- Signing contracts with all suppliers (hotels, equipment, vehicles, IT, software's, services from others,)
- Information packs for distribution
- Procurement of official clothing and footwear



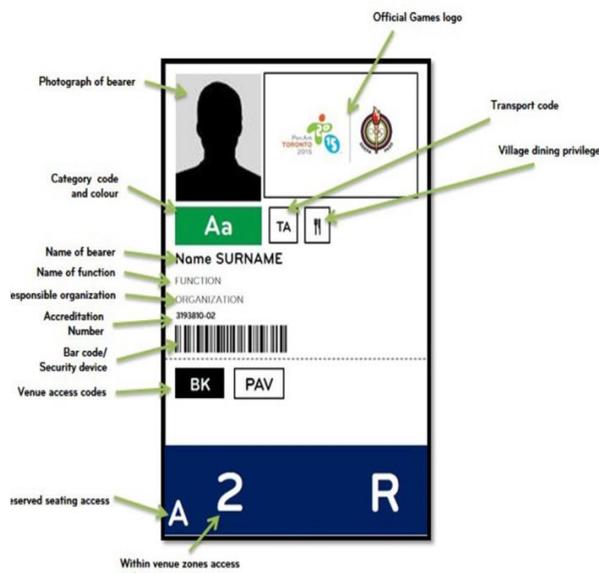
- Refreshment for organizers, quest and participant
- Language services
- Storage (sports equipment, IT equipment, sponsorship and promotional materials, official clothing and footwear, photocopiers and toners, papers, pens, notebooks, medals, cups.....)
- Monitoring and briefing
- Keeping documentation

Operational bodies

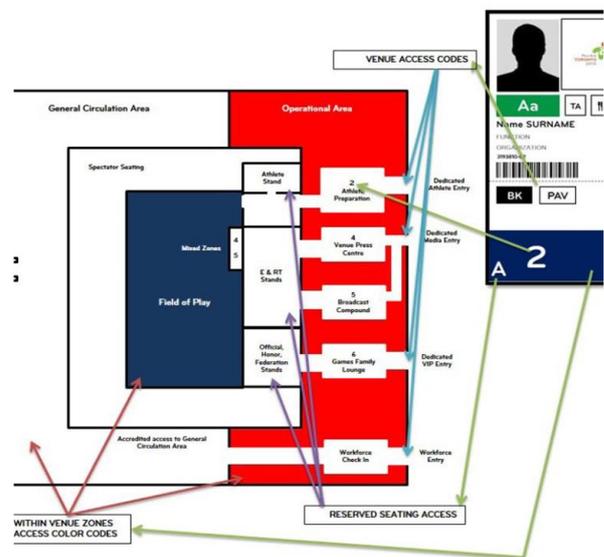




Accreditation



Why we need accreditation?



The purpose of accreditation is to identify individuals and their role and provide them the necessary access right for each individual's staff member, athletes, coaches, officials, media representative, guests.

Accommodation

Tips and tricks:

- Check the agreement between organizer and national or European/World federation!
- Sign a contract with hotels on time!
- There is a preliminary reservation of accommodation and a final reservation of accommodation.

Protocol and ceremonies types:

- Opening ceremony
- Victory ceremony
- Closing ceremony
- Protocol receptions
- Farwell party for participants
- Farwell party for volunteers



Security ensures:

- Safety of athletes and coaches
- VIP security
- Spectator safety
- Safety of equipment
- Safety in indoor and outdoor sports arenas
- Security in parking areas

Social event

Promote sportsmanship and friendly competition

1. Organize varying styles of competitions
2. Noise meter!
3. Choosing the best amateur photography
4. Fan zone!

Transportation

Tasks

- Arrival and departure transport service
- Transportation during competition
- Transportation for delegate, jury and VIP persons
- Transportation for media
- Excursions
- Transportation of people and equipment for the needs of the organizer

Why is Health Protection important?

- Certain sports have a high risk of injury (moto sport, horse racing, marathon, contact sport, skiing).
- Ambulance and medical staff on duty within the hall or outdoor sport field.
- Agreement with nearest hospital.
- Doctors must have a basic knowledge of the injuries that happen to a particular sport.

It ensures basic needs:

- Doctors
- Support medical staff
- Ambulance vehicle



Depending on the type of sport, additional and different types of equipment, and means of transport should be provided

Doping control

Doping controls are performed in accordance with WADA rules.

Needs:

- An authorized doping laboratory
- Space for doping service in sport hall
- Doping containers
- Doctors
- Support staff

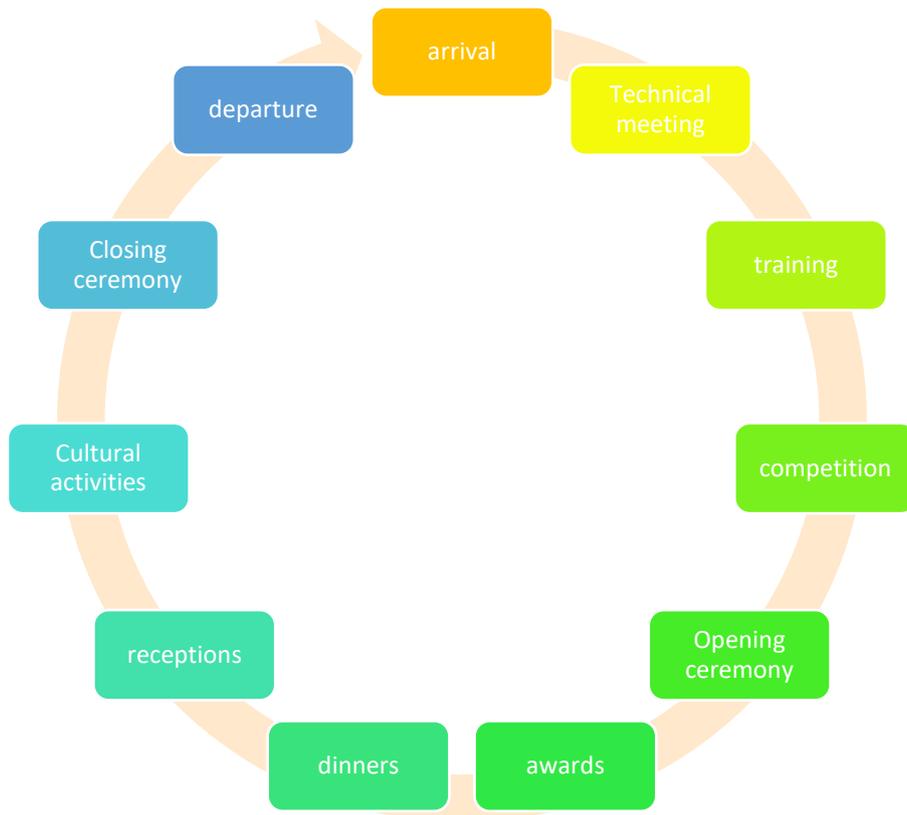
Venue management tasks:

- Provide and arrange the entire space
- Provide service

Venue management includes activities or duties related to the operations of buildings such as performance theaters, concert halls, sports arenas, conference centers and hotels. A management professional is in charge of these tasks, which include scheduling, booking, client relations, financial management, marketing, promotions, event coordination, administrative work, venue security, maintenance services and human resources.

Competition management

The execution of being aware of the competitors and the market, the needs of customers and consumers, performing the necessary research on products and services, evaluating the opportunities in technology and new techniques in a process.



Competition administration

Competition office

- Provide administrative support for competition management
- Produce and distribute invitations, programs and communications bulletins
- Coordinate registration and entries
- Prepare for and assist in the conduct of start list draws
- Prepare for and conduct the Technical Meeting
- Take minutes at all meetings
- Provide protest forms
- Provide information to teams and Jury members
- Provide administrative support teams
- Publish and distribute competition results

Evaluation

- Official results book



- Doping control tests report
- Official reports (technical delegate and jury chairman)
- Report from the Organizing Committee
 - general summary of the championship
 - highlights and success
 - lessons learned
 - recommendations

Hospitality

Objectives of improving the spectators' experience is to encourage the spectator to:

Return to event on a frequent basis

Promote the event by word of mouth in the community

- Seating, Food and refreshment, A reception area for dignitaries and other important personnel, Information stands manned by event personnel, good standard of toilets, wash rooms and baby change areas for public
- Good standard change facilities, Facilities for people with a disability, Directions to venue on web site
- Assistance with parking, Good public announcement system
- End of event function

Risk management

In any sporting events, from the local competition to mega-events such as the Olympic Games, risk is pervasive, both in the preparation and performance during the event. In the event literature the objective of risk management is to control the impact of unforeseen issues or accidents that take place within a project. Risk management is thus a pro-active process (Getz, 2005; Wideman, 1992). It involves, "assessing all possible risks to the events and its stakeholders by strategically anticipating, preventing, minimizing, and planning responses to mitigate those identified risks" (Leopkey & Parent, 2009a, p. 199).

Further-more, risk strategy categories in a participating national team are reduction, avoidance, diffusion, and relationships seen as fruitful tools to analyze how risk management is handled before and during the OWG. A key factor for effective risk management in all the defined risk issues is good relations. An Olympic team consists of many people, groups, and sport specific teams that are under pressure during such an event.

In elite sport competitions there are small margins, and small advantages may be the key to big success. As a result, reliable knowledge is essential to exploit opportunities and manage risks in an Olympic competition. Opportunities and risks can be regarded as positive and negative outcomes of



uncertainties. The project literature has paid considerable attention to risks, but less to how opportunities can be exploited (Olsson, 2007). Hopkin (2010) stated that organizations should continue to look for opportunities and, from time to time, acknowledge “that there is a good opportunity that looks very risky” (p. 331). In other words, for an Olympic team that is looking to gain an advantage over other nations, opportunity is as central a theme as risk for the leaders.



Topic 3.: Sports events balance sheet

The purpose of the Balance Sheet is to tell the reader the value of the business or organisation. Although typically a balance sheet contains many figures, the figure labeled "Net Assets" is the one which tells the value of the organisation.

"Net Assets" can be arrived at quite simply by adding up the value of all the Assets of the business entity and then taking away all the liabilities that exist. See illustration on right.

By law, business entities must publish a Balance Sheet on a once yearly basis that has been "audited". This means that a qualified accountant has checked the accuracy and validity of all the figures on the balance sheet and makes a statement that, in their professional opinion, it represents a "True and Fair View" of the entities financial position. The qualified account must be independent and external to the business entity, to prevent a conflict of interest.

In producing an audited Balance Sheet, the external accountant (auditor) checks the accounting and financial management processes within the business are running properly and that all the figures reported in the Balance Sheet are accurate.

Revenue and expenses

Revenue as expenses from a prior year can be used as the starting point for the development of a budget. Event revenue budgets are considered a key component of an annual budget and are used by venue- and budgeting managers to create a detailed revenue budget by event. Sports organizations and Venues use Revenue Budgets to improve financial planning by event. When used as part of good business practices in Budgeting and Accounting departments, a company can improve its strategic planning and improve budgeting and forecasting accuracy. It can also reduce the chances that off target budgets lead to poor decision-making. Progressive Budgeting and Accounting departments sometimes use several different Event Revenue models, along with expense budget forms, profit & loss budgets, event dashboards, revenue dashboards, actual versus budget variance reports and other management and control tools.

Calculation and monitoring of economic effects

The level of revenue diversification differs among sports clubs depending on the type of organizational mission. Clubs with mission statements such as promoting competitive sport at the elite level, setting value on tradition, companionship and conviviality, providing non-sport programs, and promoting youth have more diversified revenues than those pursuing missions like promoting leisure and health sport, caring about the quality of sports programs, and being geared towards commercial providers. Thus,



clubs pursuing missions in areas clubs historically stand for are able to generate revenues from more sources than clubs with more recent commercial-like missions.

The question is why some sports lead to more diversified revenues than other sports. One explanation could be the potential attractiveness of the sport to funders who support the sport. Evidently, clubs providing football, track and field, shooting, or gymnastics attract revenues from more sources than clubs providing badminton, dancing, or volleyball. Intuitively, the positive coefficient on Football is not surprising since football clubs are able to generate sponsorship income, even when their best team plays in a relatively low division. Another hint comes from the model itself. It appears that the sport dummies have overlapped the positive Tradition and Conviviality effects which are not significant anymore. Thus, there must be some sports, such as football, track and field, shooting, and gymnastics that stand for tradition and conviviality, and some sports, like badminton, dancing, and volleyball that stand less for these missions. For this reason, clubs providing programs in specific sports (i.e., football, track and field, shooting, and gymnastics) may be able to generate more diversified revenues than other clubs. The advanced explanation with tradition seems plausible particularly for gymnastic clubs because they were among the first clubs that were founded in Germany (the German Turnverein).

Calculation and monitoring of economic effects

Sport finance managers measure all spending and monitor its impact on their organizations, which allows organizations to be agile and adjust their budgets accordingly. This includes proposing solutions to account for financial losses and ensuring that spending is continually optimized.

Using an accurate, up-to-the-minute reporting tool, sport finance managers must keep precise and detailed records. These should be used to create future financial projections, improve the accuracy of budgets and analyze the successes and failures that can influence business decisions throughout an organization.

Financial reports will also be needed for business taxes, of which sport finance managers should know the intricacies. Amateur sports may be funded in part by taxpayers, which will factor into budgeting in some complex ways. Sport finance reporting requirements may vary depending on the state the organization is in, as well as on the type of organization and its overarching association.

Reporting and analysis are used in the field of sport to determine both short- and long-term budgeting. Often, organizations will have a long-term vision regarding growth, including expansions in venue capacity and improvements in training equipment. Reporting helps organizations better project whether and when they will be able to meet these goals.

Evaluation of sports events



Sport event has importance impact and benefits for the host community in terms of international events. In the mainly, that have economic benefits, however it has other quantifiable benefits such as urban regeneration, physical legacy, cultural, social, environmental, tourism and sport development which may be long term and short term value (Masterman, 2009). Preuss (2006) pointed out that cities and countries are bidding for major sporting events which have main reason of economic benefits expected by decision maker and citizens. Thus, key aim of the politicians is attracted new investment to their own county and city in terms of development on infrastructure such as telecommunication, transport, housing sport and entertainment facilities as well as expecting intangible benefits such as national image, cultural, emotional commitment, and enhance identity. Furthermore, finally events can be improved general living condition as well as boosting the income of citizen and creating new job, increase demand of goods and services by attracting new business and tourism, where by increasing city, regional, and national level economy. Event's economic impact has been respectively smaller by local area, state and national level as well as there has other benefits from events such as putting city in to the main, facilitating business, and civic pride (DWYER, PETER , & RAY , 2005).

According to the Carlsen, et al (2001) in event management sector has often ignored measuring social, cultural and environment impact. Nevertheless full cost benefit evaluations are often undertaken. In addition, Ritchie pointed out that was introduced importance dimensions of events evaluations such as economic, tourism, commercial , socio cultural, psychological and political, using Delphi technique which is used to systematically combined expert knowledge and opinion to arrive at an informed group consensus about the evaluation of events. These opinions were identified through successive rounds of consultation and surveys of the expert group (1984, cited in Carlsen, et al., 2001). Carlsen, et al (2001) argued that per event impact evaluation modal, it should be definitely considered certain criteria for better evaluation such as Potential risk exposure, Probability of success, Compatibility with existing venues; Event manager's capability; Potential community benefits, Potential environmental impacts, Forecast number of tourists, and Fit with destination image or brand.



Topic 4. Trends in sports and sports tourism

Sports tourism refers to travel which involves either observing or participating in a sporting event while staying apart from the tourists' usual environment. Sport tourism is a fast-growing sector of the global travel industry and equates to \$7.68 billion. Sport and Tourism are two driving forces for the promotion and sustainable economic development of tourism destinations.

More and more tourists are interested in sport activities during their trips whether sports are the main objective of travel or not. Sport events of various kinds and sizes attract tourists as participants or spectators and destinations try to add local flavours to them to distinguish themselves and provide authentic local experiences. Mega sport events such as Olympics and World Cups can be a catalyst for tourism development if successfully leveraged in terms of destination branding, infrastructure development and other economic and social benefits.

Sport Tourism trends in

1 – Create A new – Created events will continue to become a vital business development tactic for destinations. Building locally owned and operated events, alone or with a sports club as a partner, allow for a sports commission to infill key dates on their calendar without risk of losing them through a bid process in the future. This process also limits the dependency on the national event owners, many of whom are fighting for survival and sustainability just as tourism organizations are.

2 – Drive Time – Continuing a trend that started pre-COVID, many athletes and teams are playing closer to home today than in years past. Tournament organizers need to focus even more of their recruiting and marketing efforts on the regional drive markets within a day's drive of the host destination. This will hold true for all events, from the traditional bid-in tournaments to those locally created/operated.

3 – The I's Have It – Individual sports have already proven to be the fastest road to recovery in the sports market. Many individual sports have safety measures built in where team sports do not. Golf, tennis, racing sports, pickleball and BMX have made big strides towards recovery. We believe the individual sports will continue to thrive as the pandemic plays out in 2021.

4 – The Great Outdoors – Outdoor sports have added opportunities in the near term. Archery, golf, tennis, auto racing, cornhole and sports that are traditionally contested outdoors offer natural safety measures that indoor events don't. Add in some of the individual "silent sports" such as canoe/kayak, fishing and running, and destinations have a great opportunity to focus on potential business that is already on the rebound due to the venues (outside) where they transpire.

5 – Creative Finance – The way our industry has operated from a funding perspective has to be revisited entirely from both sides of the event partnership table. Many of the traditional financial tools that destinations had access to in the past have been compromised (such as bid fee funds). Similarly, the budgets of rights holders that depend on event fees and memberships for a large chunk of their



revenues are in peril. Destinations and event owners will have to work within an entirely new paradigm and seek financial win-win partnerships in the future.

6 – Better Safe Than Sorry – Hosting organizations and their event partners will need to become experts at athlete and fan safety in the years to come. Even as COVID-19 starts to dissipate, the checks and balances that have been put in place to combat the pandemic will likely become industry standards in the future.

7 – Facility Futures – Today’s marketplace has prompted an entirely new discussion around facility development. There is a large national trend in repurposing publicly funded and managed venues, specifically in converting golf courses, pools and tennis courts into higher-volume (and lower operating cost) uses. There are dozens of examples of golf facilities becoming flat-field complexes, pools revamped into skate parks (or filled in entirely) and tennis courts being remade into pickleball venues. We also have to be open to using sports parks for non-sports purposes given issues related to the pandemic (see drive-up concerts in sports complex parking lots). Development and future use of our sports venues have to be focused on a new definition, now more than ever before.

8 – Remote Control – Working remotely is not just a trend that industry was forced to adopt due to the pandemic. It is here to stay. If anything is the “new normal,” this is it. Given that the generations entering the workforce today largely prefer flexibility, remote work teams were likely going to take over the business world anyway. COVID-19 just sped up the process.

9 – Business as UNusual – The marketplace we all lived and worked in as recently as March of 2020 is no longer. The way we do business has been altered forever. We will have to conduct our business in entirely new ways and with fewer resources. However, the high expectations our organizations had prior to the pandemic will likely remain in place going forward, resources or no resources.



Topic 5. Community organization for the development of sport tourism

The increase in individual sports activities is stimulating the rise of sport-related forms of vacationing. This is further intensified by tourists seeking authentic experiences in host–guest relations, physical health and well-being, and the consumption of local products and services. Communities, especially those in developing countries, do not yet fully recognize the potential of local sports as a resource and competitive advantage in their destination development. In the same way, tourism research is lacking analyses regarding the role of the community and its specific sports identity.

The COVID-19 pandemic and the related social and physical distancing have disrupted many regular aspects of sport and physical activity. Simultaneously, COVID-19 has amplified trends related to natural awareness, mental- and physical health, and well-being. Moreover, these circumstances have led to a boom in independent sports activities, especially running. In combination with changing consumer behaviour and a value shift in some societal layers, the potential for sports tourism has emerged. Sports tourism covers more than mega-events (e.g., the Olympic Games), which have been prevalent in impact assessments and created a rather negative image of mega infrastructure projects. For a long time, sports events were regarded too uncritically, and their value in long-term regional development was not questioned. The involvement of the population in decisions about hosting major sports events, such as the bid for the Olympic Games, has shown an especially strong divergence of local opinions in recent years. Those factors call for an examination of the extent to which locals can benefit from sports tourism. Indeed, sports have the potential to bring people together worldwide. In particular, small-scale events provide an opportunity for close guest–host relationship. These relationships can be further supported by more traditional sports activities ranging from those with low infrastructure and equipment requirements, such as running and street soccer, to those with extended requirements, such as skiing, motorsports, or golf.

(Social) community analysis

Community development entails a normative perspective, which requires operationalization and concretization. To ensure a close link to community development, the scope of the term „community” needs to be defined first. According to Billings (2000), a community can refer to those in the same geographical area, those who share similar interests, a feeling of belonging, shared cultural and ethnic values, or even a shared way of life. For the present study, we use the definition proposed by Matarrita-Cascanta and Brennan (2012) , wherein a community is “a locality comprised by people residing in a geographical area; the resources such people require to subsist and progress; and the processes in which such individuals engage to distribute and exchange such resources topfull local needs and wants”. Broader structural or economic changes and trends often call for the ongoing development of communities. Since the 1960s, community development has evolved from being cantered around economic needs to more modern and more holistic approaches that include a variety of economic, cultural, social, and environmental aspects. Multiple actors are involved in community development,



such as governments, banks, private corporations, city councils, intermediaries, foundations, community development corporations, existing local businesses, and residents. In terms of sustainability, well-developed communities are more likely to succeed in sustainable economic growth

Examining sports at the local scale reveals different areas of action, as well as economic, social, and environmental impacts in their respective areas. By hosting events, sports become monetized and may result in direct economic benefits. However, studies also outline negative economic consequences of sports events on the hosting community, such as excessive costs exceeding revenues. Apart from that, value creation resulting from actively practicing sports can be achieved through operating specific infrastructures or facilities (skiing lifts, swimming pools, race tracks, etc.), the organization not guided tours (canyoning, climbing, cycling, etc.), and the hospitality of athletes. Sightseeing tours in stadiums or other sports facilities are another way to monetize passive sport-related activities apart from hosting events. These examples create a variety of potentials for touristic valorization based on local peculiarities. Tourism is also considered an expression of identity for a geographical region or social entity and impacts residents' lives. Furthermore, sports activities in an area are always linked to the local identity of that area's residents. Sport serves as a vehicle for identity formation and consolidation in a region or place. It is an expression of passion and a platform for emotions. People often identify themselves specifically with a particular sport that is primarily practiced or pursued locally. Local residents practice sports activities themselves and participate actively or passively in sporting events. This means that each sport has high value in its host society. The affinity for specific types of sports varies throughout different regions. This affinity can be based on the degree of popularity, costs to practice, barriers to entry (e.g., infrastructure, resources, and equipment), or required skills. As a common feature of these examples, sport has a high degree of influence on certain public areas of life.

SWOT analysis of (social) community

SWOT stands for: Strength, Weakness, Opportunity, Threat. A SWOT analysis guides you to identify your organization's strengths and weaknesses (S-W), as well as broader opportunities and threats (O-T). Developing a fuller awareness of the situation helps with both strategic planning and decision-making. The SWOT method was originally developed for business and industry, but it is equally useful in the work of community health and development, education, and even for personal growth. SWOT is not the only assessment technique you can use. Compare it with other assessment tools in the Community Tool Box to determine if this is the right approach for your situation. The strengths of this method are its simplicity and application to a variety of levels of operation.

A SWOT analysis can offer helpful perspectives at any stage of an effort. You might use it to:

- Explore possibilities for new efforts or solutions to problems.
- Make decisions about the best path for your initiative. Identifying your opportunities for success in context of threats to success can clarify directions and choices.



- Determine where change is possible. If you are at a juncture or turning point, an inventory of your strengths and weaknesses can reveal priorities as well as possibilities.
- Adjust and refine plans mid-course. A new opportunity might open wider avenues, while a new threat could close a path that once existed.

SWOT also offers a simple way of communicating about your initiative or program and an excellent way to organize information you've gathered from studies or surveys.

Setting vision, mission and community goals

A community mission statement is a formal summary that outlines why your community exists and the goals you want to achieve. It should be the central pillar of the community—you should turn to it as a guideline for all actions.

In addition to highlighting the community's purpose, a great mission statement encourages members to join, articulates the values and culture of the community, and explains the value of being part of it.

The mission statement is integral to your community's strategy because it is used to define future goals, as well as operational tactics. By defining the purpose of your community, you can better understand the goals your community is committed to achieving. Once those goals are set, you can create a strategy to achieve them. By establishing this stable foundation, you can build your community from the ground up and help ensure its stability.

The mission statement is also critical for your members. After all, if you don't have a clear and specific understanding of the focus and value of your community, you can't expect your members to (or you risk them defining this for you, which might not be ideal). Potential members can evaluate your community based on its mission statement to decide whether it suits their own values and goals or not.

Human resources

HRM, by its nature, is most productive in environments that focus on human capital, which is the primary resource of the sports industry. After all, sport is, in essence, the production and consumption of human (sporting) performance and effective management of that resource is paramount in achieving positive outcomes for organizations. Research shows that following good HRM practice can enhance the sporting performance of an organization.

Human Resources Management (HRM) is an overarching term that covers three specific areas:

1. Practices such as recruitment, selection and appraisal. These are usually carried out by the coach, often in conjunction with the sports manager or director of athletics, in smaller organizations and schools, respectively.
2. Resource policies that direct the development of human resource practices. While few non-profit sporting organizations would have a dedicated HRM manager, these practices and policies need to be fulfilled for a sporting organization to work as an effective team and maintain a competitive edge. In



most organizations, the sports manager or, in the case of schools, the athletic director performs the HRM roles.

These positions have responsibility for a wide range of duties that cover everything from ensuring that a network of coaches, volunteers and athletes can work together, to performing as an intermediary in disputes and overseeing the workings of the organization. It is their duty to see that the policies and philosophies of the organization are put into practice.

3. Philosophies that specify the values of an organizations policies and practices. In the case of schools these are decided in conjunction with several stakeholders, for example, NAPSE, the school board and faculty.

Volunteer recruiting

Without their engagement, many of the clubs, associations and competitions at community, national and international level would not be able to function. Moreover, sports volunteers play an active part in making our societies more inclusive, resilient and sustainable, leveraging the values of sport.



Volunteers' activities

- Guidance at venues
- Doping control
- Driver
- Support for teams
- Media support
- Logistics support



- Support for sustainability and recycling
- Event operation support
- Medical support
- City volunteers

Building of organized touristic community

The worldwide pandemic has shown how sensitive some tourism destinations are to immense transformation processes. In many places, unilateral tourism strategies became fatal for key stakeholders, as well as primarily uninvolved members of the hosting communities. Since the United Nations proclaimed 2017 the international year of sustainable tourism, tourism scholars have engaged with several concepts, models, and theories for sustainable tourism development. Reflecting on the United Nations Sustainable Development Goals, the community gains high importance in self-determined development to meet residents' needs. Transferred to tourism development, this concept means stressing local strengths and minimizing dependencies by gaining management control of touristic products and services. Such aims are widely included in the concepts of Community-Based Tourism (CBT).

The thematic fields of sports tourism and CBT are researched thoroughly throughout the scientific discourse but have only been considered separately so far. Scholars have addressed existing research gaps when exploring the social impacts of sports tourism on host communities, linking the model of Corporate Social Responsibility (CSR) in sports with community value, comparing the roles of multiple stakeholder groups, or analyzing sustainable management practices. Thus, "future research needs to integrate aspects of culture, sport and tourism that shape events and their potential to optimize social utility, including synergizing economic and social goals in the context of regional community and sport tourism development". We identified a lack of analysis related to the community's role, with its perception of place and identity, which is significantly influenced by prevalent sports activities, and the resulting potential for alternative tourism product development lead by local stakeholders