



Department of Economics and Business

Chair of Management

**Sport Event Management: The Case of FIVB  
Men's Volleyball World Championship**

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*Lastly, I would like to dedicate this work to the memory of the person who first transmitted to me the love for volleyball, my high school teacher and volleyball coach **Andrea Spinelli**, passed away 3 years ago.*

## INTRODUCTION

The present research work stems from my personal will to explore an area of research which has characterized a great part of my life, which is sport, and particularly volleyball. It is precisely this sport which has been for a long time a companion of my studies, from the high school to my university career, and one of my strongest desire has always been the possibility to look more deeply into it, by exploiting the knowledge and tools acquired during my bachelor years. I've chosen to analyse one the most relevant volleyball events worldwide, the Men's Volleyball World Championship, on the occasion of their imminent organization in Italy for the 2018 edition. My interest was focus on the possibility to analyze an event of such proportion, not only from a sportive point of view, but also with the objective of understand better all the issues behind the curtains related to its organization.

As an athlete, I've taken part to numerous national sport events for the youth field, understanding the potential of those events in the positive influence on the image of a certain territory, on its visibility and notoriety, even in the case of small centres. In some of those events, from the point of view as an athlete, I've been able to find several unsatisfactory situations, from the accommodation's issues to some deficiencies of the structures selected for the matches, often lacking adequate services or at least not up to sustain all the needs of spectators and athletes attending such an event. Some considerations on the case arise from my curiosity to understand deeper the causes of those inadequacies and from the numerous differences in the organization encountered in several situations. After all, I strongly believe in the importance, for an athlete at any level, to have at its disposal a context which satisfies the minimum requirements of organization, environment decorum and equipment, allowing him to carry out his sporting activity as better as possible. Unfortunately, those basic needs are more and more often left behind in favor of a logic of profit which is increasingly more connected to the sport.

I have therefore decided to start the path of my research with an analysis of the pillars of sports, and of the forces which totally changed its concept, eventually becoming throughout the years a real business. I have then tried to focus on the principal characteristics of this "new" market, and on the main tools we have to understand the modern sport industry and its functioning. My next step has been the study of the strict interrelation between sport and events. Starting from the simple definition of the latter, I followed with an overview of the different events' dimensions, to focus later on, more specifically, on the actual sport event. I have attempted to describe the main stakeholders involved, with their roles and needs, the

impact an event has on the territory, and the factors to consider for its success, finishing with a further consideration of the steps to follow in order to implement an efficient “sport event management”. I concluded my work with the presentation of the Case Study, and all the needed ex-ante evaluations and comments.

The pursue of this path has been made possible thanks to the possibility to access to recent data and have different meetings with FIPAV event managers and the Organizer Committee staff, possibility which has given me the occasion to interact with people directly involved in the planning of the event.

## CHAPTER 1 – SPORT: A CONCEPT WHICH EVOLVED OVER TIME

*A brief introduction on the passage from sport ludus to sport business, with an analysis of the modern conception of sport market.*

### I. Analysis of the main pillar at the basis of sports

What is sport today?

We have to start from this apparently simple question, to begin our analysis. What is sport today, and which values, motivations and needs it represents? Many researches try to resume and understand all the multiform faces that sport has today, studying its increasingly strong bond with society and everyday life, more than it was in the past. Many definitions have been given for this complex combination of things, but I want to mention the one adopted on the *Revised European Sports Charter* (revised by the Committee of Ministers on 24 September 1992):

*“Sport means all forms of physical activity which, through casual or organized participation, aim at expressing or improving physical fitness and mental well-being, forming social relationships or obtaining results in competition at all levels.”*

We see how this definition embraces three main areas: first, sport intended as a psycho-physical improvement, then observed from a social point of view, and least as a competitive activity.

Examining in particular the evolution of this concept during time, we can affirm that the concept of sport as an educational and social practice can be found since the first Olympic games, where sport activity represented a moment to cultivate and preserve social relationships and a bearer of shared culture and values. Strongly linked to war discipline is instead the idea of sport as a fundamental requirement to keep the body in shape, ready for the battle; it is easy to demonstrate that, thinking for example at the most common sport disciplines in the ancient Roman Empire, as boxing, wrestling or javelin. That concept continued to remain a driver of sport activity throughout history, and was strongly enforced in recent past, by the 80's well-being culture of American tradition, which pushed the idea of an activity aimed at body shaping, against daily bad habits, sedentary lifestyle and obesity. At least, the human need for competition cannot be forgotten and not considered as a fundamental pillar of sport. From ancient Greek Olympic games, where victory was a demonstration of superior mental and physical capacities, to modern society, where

competition can be found in every part of daily life, from politics to foreign relationships, and even as a driver for efficiency in the market, against monopolies, we can see as this human motivation plays a strong role in sport and defines itself as one of its main components. Modern need for achievement and obsession for winning at every cost exacerbated even more this conception: as author Francesco Duina argues, this environment created the premise for a common tendency to generalize competitors using the outcomes of competitive events, and it can be easily found as this behavior is shared by several categories of people, from movie stars, to business men, all the way to professional sport athletes.

Independently from how we want to define sport, it is undoubted its social value and its benefit on overall welfare of society. Taking in consideration only European panorama, we see how interconnection between sport and welfare is clear and evident. Of all the motivations for sport we have previously mentioned, health is clearly the main issue and task of state welfare policy. “Sport for all” became not only a request from the general public, but it also represents the basic premise for state support of sport activities. Recognizing its leading role in society well-being, every European country provides subsidies to secure the existence and proliferation of sport, in the form of direct financial contributions, or more often as tax privileges. An increasingly recognized concept as sport disciplines as a modern “form of art” consistently contributed to its safeguard and support. With regard to that, Dimitris Plachias, in his publication *Sport is Art*, appeared on the European Journal of Sport Science in 2003, focused on two aspects shared commonly by art and sport, specifically the Aesthetic and the Purpose of action, which can relate sport disciplines to the artistic world and elevate them to actual works of art.

## **II. Modern concept of sport**

As I already mentioned, sport has undergone considerable changes throughout history, in the way it is considered as a socio-cultural phenomenon and activity. In this paragraph, I want to analyze the specific triggers which have led to the modern conception of sport, highlighting the main differences and points of break with the past.

According to many researchers, the crossroads between past and the present, for what concerns sport culture, is represented by the Mid-Victorian Age. An interesting insight about that can be given by Stefan Szymanski working paper, *A theory of evolution of modern sport* (November 2006), where he argues that:

“...the fundamental unit of modern sport is the club...” and “...these associations developed autonomously in Britain during the eighteenth century following the retreat of the state from the control of associative activities.”

Associativity, which may be defined as the tendency of individuals to create social networks and organisations outside of the family, is clearly the central point of Szymanski digression, as well as a major distinction with previous conception of sport. It is undoubtedly remarkable the fact that almost all modern sports are organized in an ordered system of clubs and federations. Focusing on the socio-political conditions that ruled associativity, we are thrown, metaphorically speaking, in the Industrial Revolution world, with a bourgeois middle class rising against the old aristocracy, which was the original supporters of cultural and social activities in Europe, including obviously traditional sports. With the creation of clubs, people who could not afford in origin the economic effort of a sport discipline, could finally share the cost and pass from purely spectators to actual participants. Sport becomes in this way also an identifier of a specific status symbol, giving the individual a strong sense of belonging to a reality. Still today this concept is widely spread and popular among the people, as many see sport as a way to climb the stairs of the social pyramid, trying to collocate themselves in a better position than others. The emulation and identification with sport icons is one of the main reasons that push young people to start their sport discipline, and eventually to become professional athletes. Therefore, we have reached a sort of independence of sport from the original idea of pure “Physical education”, notably enlarging the possibilities and the horizons opened by this world.

### **III. Brief History of Sport Market**

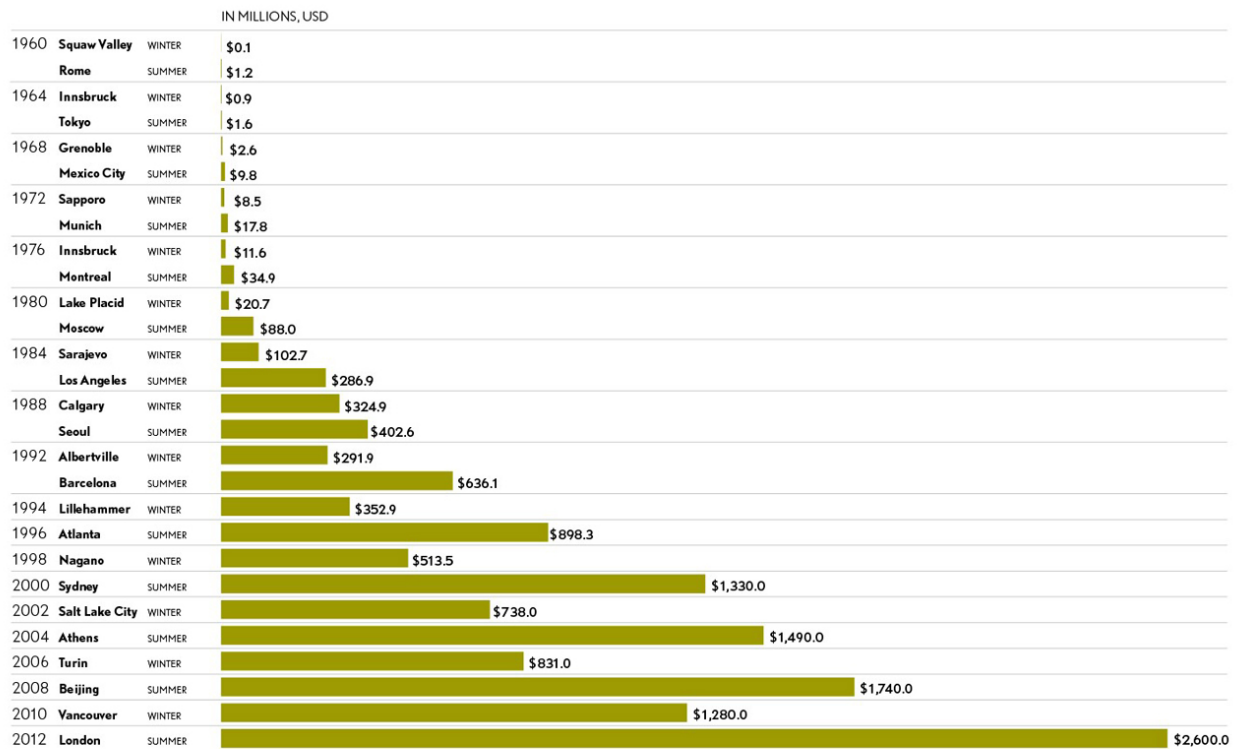
As I have already stated in the previous paragraphs, throughout time we have been witnesses of a gradual process of changing and valorisation of sport, and here in the specific I want to focus on the passage between the idea of sport discipline as simple playful activity, to a more complex concept of sport market and business.

In the first case, we are in the framework of so called *sport ludus*, inheriting this conception from the dawn of sport discipline itself, from ancient civilizations first sport experiences to the Modern Age. The sport as *Agon*, a Greek term which indicates a competitive challenge to affirm a social superiority and legitimate it in front of society, remains a central factor of all sport activities, even though sport practice itself changes radically in the course of time. Even the most violent representations of it, that for example we can see emerging in the Middle

Age, are included as a part of the *ludus*, of the game itself, and socially accepted through the gradual introduction of norms and rules. It is only with the Enlightenment, that a wider vision of sport as a discipline aimed at the development of individual and society's values and culture, becomes popular. Gradually, there is an increasingly contact between society and sport, with the arrive at a point of contact between sport and business.

Starting with the first billboards and commercial attempts in the occasion of sport events, to the involvement of mass media in the process, which brought a total revolution in term of visibility and business perspectives, sport became a global phenomenon. Today, major sport events are seen on television by billions of people, and the Olympic Rings, official symbol of Olympic games, have become one of the most recognizable sign worldwide. All of that has been made possible by the intuition that mass media would have brought a decisive growth in the audience of sport events, and consequently create new opportunities for profits. The relation between mass media growth and increasing revenues from sport events, can be better understood taking in consideration television rights fees for Olympic Games, and their evolution through time.

## Broadcast Revenue From Olympic Television Rights Fees



Source: IOC, Olympic Marketing File, 2014 via Andrew Zimbalist, *Circus Maximus* Credits: Eleanor Albert, David Foster

COUNCIL on  
FOREIGN  
RELATIONS

Figure 1 - Council on Foreign Relations, "The Economics of Hosting The Olympic Games"

With the commercialization of sport, new professions started to emerge in the process, and amateurs athletes began to move toward being professionals. Events became more attractive to the audience, and radio and television themselves help making scenarios and organizations better shaped and organized, introducing specific times for secondary attractions and commercials. In parallel to that, what can be called as a "democratization" process, took place at the same time. Everybody, in possess of a radio or a television, became practically free to choose what to see, without any sort of limitation or prohibition, and a greater sense of participation and appurtenance to the event was made possible. In addition, a sport culture began to take hold among viewers, highlighting the important educating and informative function of media, among the others already mentioned.

According to A.T. Kearney studies, in 2017 the total revenue stemming from the global sport market were around 90.9 billion \$, representing a substantial increase respect to the last data available of 2013 (76.1 billions \$).

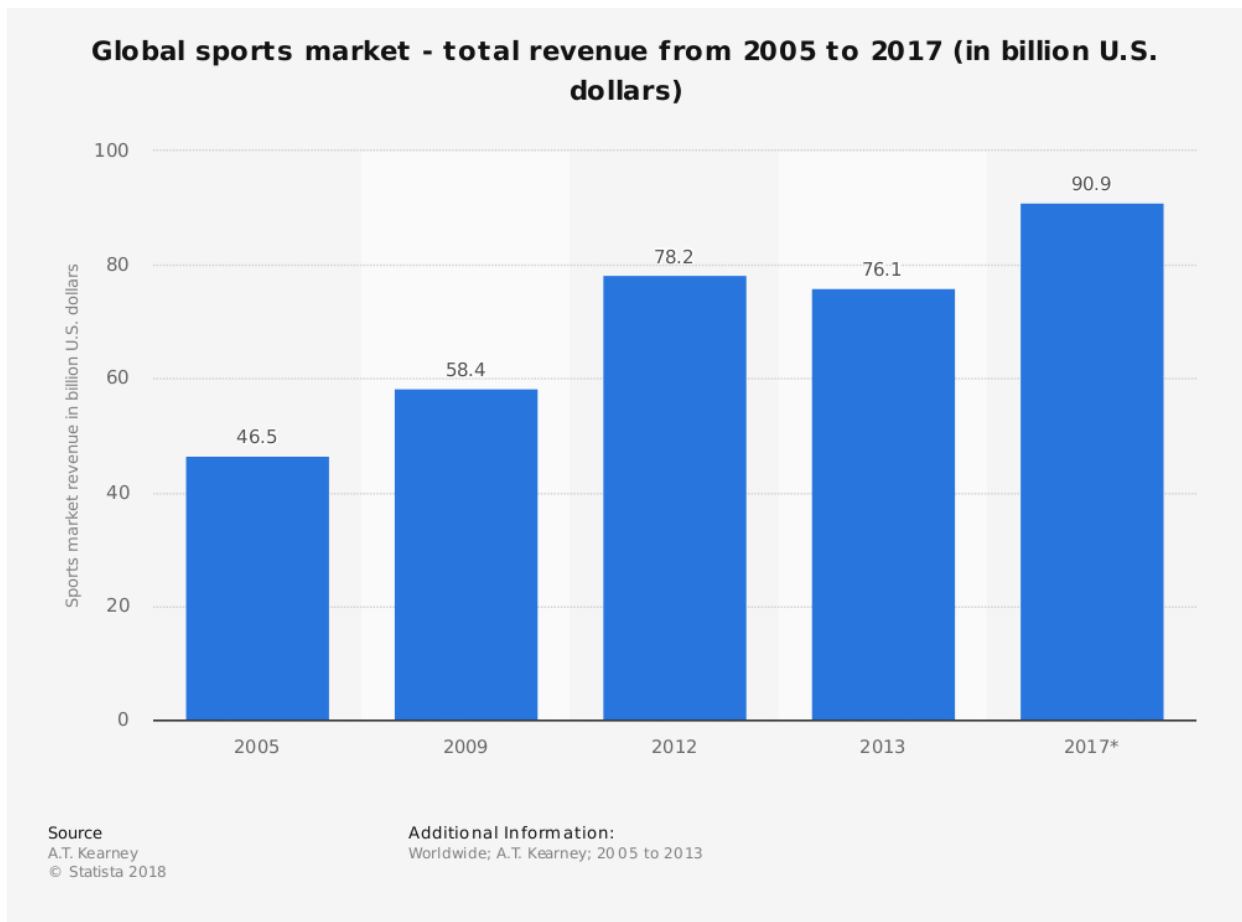


Figure 2 – Statista: The Statistic Portal, A.T. Kearney

#### IV. Sport Industry and Business

After this brief overview on the formation process of a global and shaped market for sport, let's have a see at all the main forces which influence demand and offer side of this particular market.

Talking as sport as a product or an economic service, it is important to understand that we are considering an extremely complex element, because of the number of factors to consider in its analysis. First of all, we have to consider who is the target of this type of service, represented by a great range of clients, characterized by strong heterogeneity and variety. Secondly, it is fundamental to analyze some factors that render this service unique in its form and distinguishable among other types, as for example its strong social connotation and the passion developed around it, related in economic terms to the “brand fidelity concept”.

A country-by-country study of the growth of this industry showed that it is growing faster than GDP, both in structured and mature economies (Europe and USA) as well as in emerging

BRIC nations (Brazil, Russia, India, China). According to data arising from A.T. Kearney study of 2011 in particular we see that the Euro Area growth in the sport sector is widely above 3 times the GDP, with a peak for Russia, while the rest of countries show a growth comprised between 1.5 and 3 times the one of GDP.

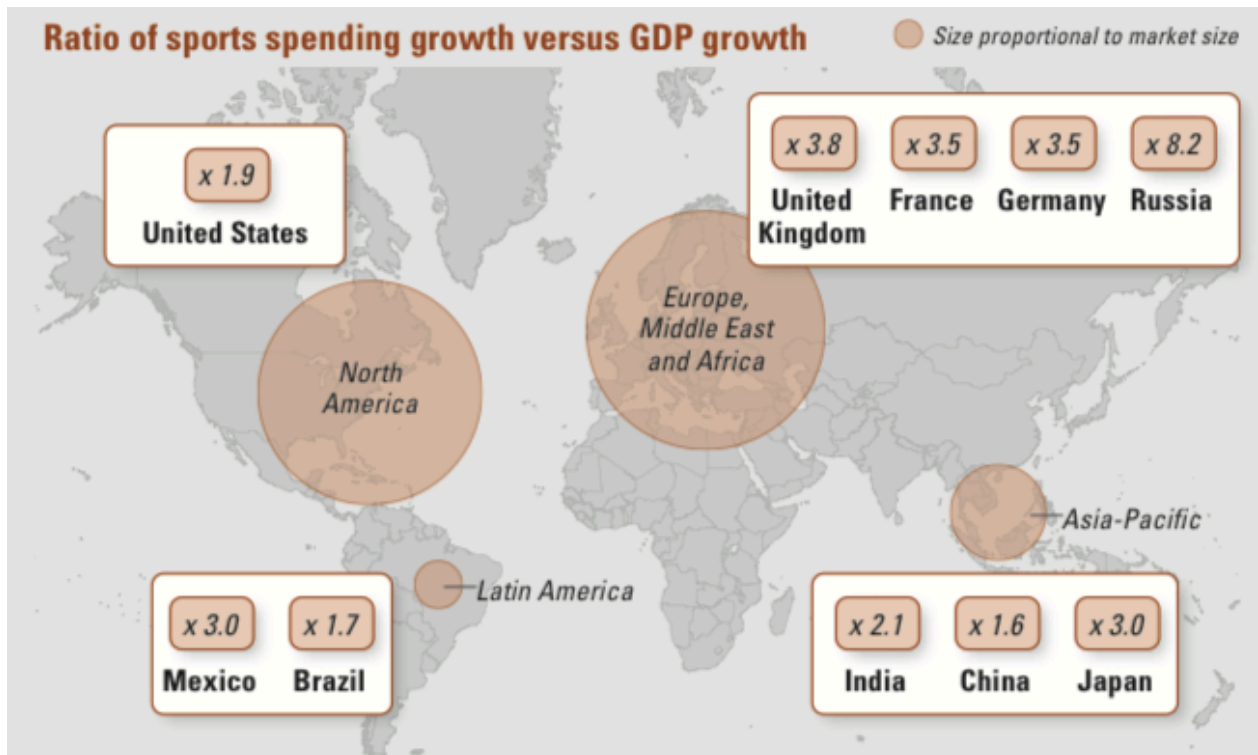


Figure 3 – A.T. Kearney Inc. Marketing and Communication, *The Sport Market* (2011)

The same study gives us an insight on what can be considered as the “Sport Value Chain”, ordered in four main pillars that should explain how is it possible to create value from the sport.

Four pillars are:

- **Properties:** Intangible assets managed by right owners, the backbone of the chain. It may include leagues, teams and athletes.
- **Rights Management:** Management and monetization of properties rights.
- **Events:** Operating and Enjoyable experiences for the public.
- **Content:** Packaging content for broadcasters and sponsors

But which are the main forces which shape this market? Offer and demand, of course, even if some clear distinctions have to be done in the merit.

First, we can distinguish two components for the Demand, *Mass Market* on one hand, and *Business Market* on the other, basing on the division proposed by R.Cafferata in its publication “*Governance e Management nell’economia dello sport*” (Università degli studi di Milano “Bicocca”). In the first case, we are talking of a market segment represented by the large public of events and active and passive supporters, who seek an emotive and ludic satisfaction from the market. In the second case, we face the demand which comes from all those enterprises and firms which operate in the sector (i.e. *sporting goods companies*), or which gain part of their profits helping and supporting activities related to the sector.

On the Offer side, we distinguish between *Direct* or *Indirect Producer*. Among the direct producers, we include all those subjects who practice sports, both professionally or as amateurs. The second group instead, comprehends all those people who contributes to the realization of a sport event, as federations and sport leagues.

Talking about a real market, it is clearly visible how important is the valorisation of the image and the actual sport marketing, in helping the match between offer and demand and in communicating the “sport product” to the public. For what concerns specifically last trends related to sport marketing, there is evidence of a strong push toward live broadcasting operated through social networks, which is slowly replacing the classic concept of sport transmitted only by major TV-stations. Authenticity is increasingly required by the public and, for that reason, platforms which support VR (Virtual Reality) or AR (Augmented Reality) are taking roots, offering a 360-degree vision of the event and an intensive and immersing experience. The continuous demand for participation by the public, requires marketers to a great effort in the regular provision of exclusive and captivating contents, especially for the youngest segment in the market. We can just think at Red Bull case, a brand which can rely on a genuine “contents factory”, to cope with the continuous provision of media contents they share on their social platforms. With athletes increasingly being considered as actual celebrities, entertainment is becoming a fundamental component of the sport event. Sport is entering several different sectors as music and fashion, through the frequent use of notable sport personalities as powerful social influencers, creating in this way new attractive synergies between these different worlds. Thinking at two major sport events as *Super Bowl* and *UEFA Champions League*, we can understand how the sport event is considered overall as an endearing show organized for the spectators.

Considering the forces which shape this panorama, it is crucial to distinguish between two different type of agents:

- Internal agents: forces which are in a strict contact with sport companies and influence directly the market, through interactions and relationships with firms
- External agents: issues which affects globally several different typologies of markets

While the first have been always taken in consideration by analysts and researchers, the latter have gained some consideration only in recent times, being recognized as fundamental factors to consider in the analysis of this particular market.

Among **Internal Agents** we find:

- Sport Companies, the main force shaping the market for sport
- Sponsor Companies, which often decree the success or failure of a firm, depending on their contributions and funds
- Communication Media, who establish the visibility of the discipline and set its contact with the general public and its diffusion worldwide
- The Public, which constitutes the target and main supporter of the sport market, through the attendance to sport events and the purchase of tickets and subscriptions.

Switching to **External Agents**, we can mention:

- Economic situation, that influence demand and offer for sport through alternate moment of recession and growth
- Sociodemographic issues, directly related to sport practice, which bring the birth of new trends and directions in the sector.
- Political decisions, which are capable to influence the entire structure of the market

But which is the relevance of the single sport disciplines in our country today? According to the *Istat* study, published on October 19<sup>th</sup> 2017, for the reference year 2015, more than 20 million people (> 3 years old) claim to practice one or more sport, steadily (24.4%) or occasionally (9.8%). Among the several sports, the most practiced in our country remain fitness and gymnastic (25.8%), football (23%) and water sports (21.1%). Considering a previous research of February 2016, Italy can rely on 35,000 enterprises related to the sport sector, with a value added of 4.5 billion €.

A relevant data is emerged from the *Stati Generali Dello Sport Italiano* (20-21 November 2017): young people between 10 and 24 years old often interrupt their sport activity for lack of time or study purposes. This data results particularly alarming for the Italian situation, considering also that Italy results under the European Average, for what concerns the hours

dedicated to sport/physique activities, even though the number of practitioners continue to raise. The percentage of Italians who affirms to practice sport activity with continuity is 25,1% in 2016, while the 34,8% do it occasionally. Overall, the sport-active population in Italy is composed by nearly 35.593.000 people, who practice one or more sport activities in their leisure time.

From the *CONI Budget 2018* (deliberated on October 24, 2017), we see a clear reduction of funds addressed to Federazioni Sportive Nazionali (FSN), due to a major cut of public funding (Ministero dell'Economia e Finanze - MEF) forecasted for 2018.

## CHAPTER 2 – EVENTS AND SPORTS

*How these two complementary concepts interact, which features characterize the organization of a sport event and its success.*

### I. Event definition and Dimension

What is an event?

To start our analysis, we must begin with some broad definitions, first of all understanding what really is an event. Definitions given by dictionaries are often too simple and reductive to fix the boundaries of the term, commonly stating:

“Occurrence or initiative of particular relevance” (translated from Italian Dictionary *Zingarelli*: “Avvenimento o iniziativa di particolare importanza”)

During the course of history, the various studies concentrated on the field have highlighted from time to time different characteristic aspects of the concept of “event”. **Getz**, from his study of 1993, defines the event as a public categorized celebration, highlighting some years later (1997) the importance of a limited duration. In the same year, **Goldblatt** stress again the importance given to a specific moment in time and to the ritual part, two main factors which characterize the specialty and uniqueness of an event. **McDonnel** agrees on the consideration of events as “specific rituals”, considering also impossible to give an accurate and comprehensive definition of the term, capable to include all its different specifications. Relatively more recently, **Van Der Wagen** and **Douglas** focus their attention on the social side of the concept. The former (2001) believes that a major part of events can be categorize as a series of interactions within a community, whit Douglas (2001) supporting this theory, with finds within an event a need originated by the community itself, who tries to celebrate together some typical characteristics of its lifestyle or history. Most of those definition start from the assumption of event intended first as a celebration, a ceremony, a ritual of a community; the definition proposed in 2002 by Ifea (International festival and events association), reiterates this concept, considering festivals and events as a fundamental trait of a community, from which it depends part of its future history and development. Finally, **Shone** and **Parry** (2004), show some other distinctive elements of an event, defining it as:

“that phenomenon arising from those non-routine occasions which have leisure, cultural, personal or organizational objectives set apart from the normal activity of daily life, whose purpose is to enlighten, celebrate, entertain or challenge the experience of a group of people.”

This appears to be one of the most complete definitions given, comprehending the importance of the event as something out of the routine, but highlighting at the same time the multitude of

possible typologies presented, stressing in any case the aggregation of people as the main characterising element for a sport event.

### Dimensions and Typologies

Having already stated the difficulty to circumscribe such a wide phenomenon in few categories, we can, at least, starting from the areas of activity, distinguishing cultural, religious, cinematograph, gastronomic, commercial, sport and many others. Apart from this very general specification, we can set more precise discriminants, in a **mono-dimensional categorization** that allow us to better categorize the events. Main ones are:

- **PURPOSE:** First distinction can be done between events intended as a show, with people attending passively to see any sort of exhibition (concerts, expositions, etc.), and oppositely events requiring an active participation of people involved, as for example marathons.
- **TIME SET:** We can distinguish between fixed-date events, that have some clear time boundaries in the organization, and non-scheduled ones, with the organizing team having more freedom in the event planning. It's also useful to provide a distinction between recurring events, and *una tantum* occurrences.
- **LOCALIZATION:** It is crucial to consider the global dimension of an event, verifying if it has an international interest or it is limited to local visibility. We have then to analyze if we're dealing with a localized event, or maybe a tour, with different dates and locations.
- **PROFIT:** In most of the cases, the purpose of the event is to make a final profit out of the organization, but for some other occurrences, especially the political and religious ones, we may have some non-profit organized events (ex. Telethon).
- **ACCESS:** Some events may set some entry boundaries, among both spectators and active participants. We can have accesses given only by invitation, a ticket or fee to pay, while others are free entry.
- **THEME:** The approach of the event can be mono or multi-thematic. In the case of sport, we can just think at *Football World Cup* on one side, and Olympic games on the other.

As far as even a mono-dimensional distinction can help us giving a first ordering to this variegated multitude of issues, it is far more interesting and useful to take a **multi-dimensional perspective**, in order to better understand and take in consideration all the variables involved

in the process, with their correlations and interdependence. For that purpose, we distinguish four main categories, the most notable in modern literature, that are:

- **MEGA EVENTS:** we're talking of events capable of attracting many people, capable of being organized only in big cities or territories with a great capacity. This type of events requires a complete reorganisation of territorial infrastructure, and often represents a stepping stone for innovation and global visibility.
- **HALLMARK EVENTS:** events particularly related to a location, with a complex organization and in general a recognised visibility and notoriety at international level. They have a good capacity of attracting spectators, and most of the times they are related to a specific and recurrent theme (an "hallmark").
- **SPECIAL EVENTS:** they stand for unique and unrepeatable moments within a community, directed toward the celebration of a particular occasion or aimed to the fulfilment of specific needs.
- **MEDIA EVENTS:** a more recent specification, created by the modern rise in the development of Information and Communication Technologies. It is about events which may not require a complex organization, with a potentially low impact on the territory, but of great relevance, thanks to the enormous media coverage they can count on. For all those reasons, they are considered the future trend in event organization.

To conclude, **S. Ferrari** offers its personal classification of events according to a multi-dimensional approach, considering market dimensions (measuring hosting community involvement) and event's origin (analysing the characteristics of event management). Ferrari finds 4 main categories, according to this specification:

- **TRADITIONAL MINI-EVENTS:** events with old roots, profoundly entrenched in the territory, which have not been able to overcome their local dimensions, and still attract a relatively low number of participants.
- **TRADITIONAL MEGA-EVENTS:** we deal again with events characterised by an old and local origin, but which have reached a global visibility and are now able to attract a vast public, also through the mass media coverage. Some of those have become a symbol of proud for the community of origin.
- **MODERN MINI-EVENTS:** events of recent creation/organization, which, because of some limitations in terms of budget, involvement or coverage, are still limited in size

with a modest capacity to attract spectators. Many of them are still addressed to a small segment of fans of that specific sector they concern.

- **MODERN MEGA-EVENTS:** despite their recent birth, these are events which have been able to reach many people worldwide, and also a great media coverage, which has allowed them to attract spectators and sustain in this way also their huge organization costs.

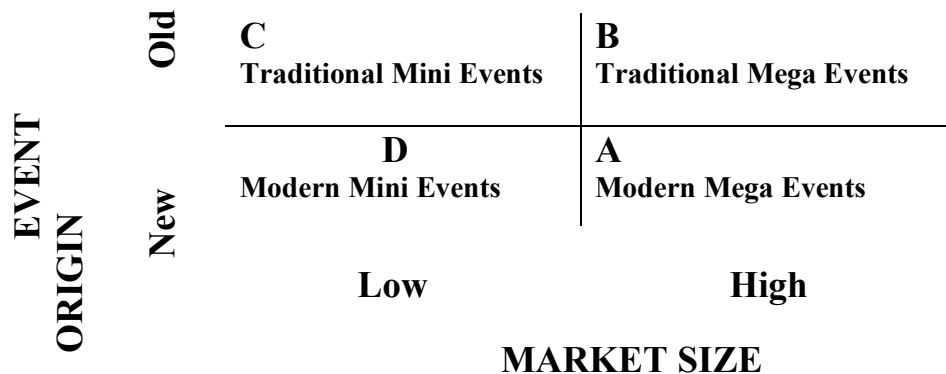


Figure 4 - Cherubini, S., Bonetti, E., Iasevoli, G. & Resciniti, R., "Il Valore degli Eventi" (2009) p.81

## II. The Sport Event

In the events panorama, it is undoubted that sport plays a major role, counting on its important both qualitative and quantitative weight. The great following and great media coverage, means big events, with high budget, great involvement of the public administration and huge sponsorship funding. These events affect a lot of aspects and sectors of the country involved in their organization, from infrastructures, to transportation and security, and many others.

From the work of S. Cherubini, it is highlighted how this type of events is undoubtedly the most relevant, particularly considering a purely economic perspective. The involvement of big multinationals and firms as sponsors and the following of people they generate, put them at the top of the chart of the events, for what regards the dedicated economic budget. Prof Cherubini stresses the importance of considering both big and local events, in a managerial perspective, that is as activities responding to several stakeholders' interests, objectives and final goals. The convergence of numerous agents in the phase of creation and organization, identifies the event as a system, which operates in achieving the different goals of the people involved in it.

Sport fits very well in this context, representing an attractive *Product* both for commercial partners and sponsor and also on the media coverage dimension. The brands involved as partners benefit from the medium capacity of the sport event and from the set of symbolic values attached to it. The increasingly high sport activity of last decades generated an inevitable strong competition between potential organizers, giving in this way an upward push of the quality level of their offer. This eventually turns in increased benefits for final users and enhanced attractiveness for more partners.

As we have already mentioned, every sport event brings with it different categories of stakeholders. Again, the work of S. Cherubini comes to our aid, suggesting a clear and simple division of the **main stakeholders** involved:

- **Technical Protagonists:** Athletes (Professionals or Amateurs), sport managers and directors, referees, support staff, and all other figures directly involved in the sport practice
- **Media:** A huge set of agents operating during all the course of the sport event. From the more traditional forms (press, radio, television) to the more recent ones, as for instance internet.
- **Sponsors:** They constitute the back-bone of the process, from the technical and economic perspective. *Technical Sponsors* constitute the producers of material needed for the event or all those companies which provide organizational support (info system, security, communication, etc.). The sport occurrence is their occasion to acquire visibility in their specific business area and promote their organizational and technical working capabilities. *Commercial Sponsors* are instead represented by those companies who aim at improving their notoriety and make their brand stronger, by putting it close to the event name.
- **Territory Representatives:** A fundamental role is played by the local agents. We deal with a various set of people relative to the territory hosting the event, interested mainly in the socio-economic effect of the latter and on how it will improve or not the image of the region. They provide economic and organizational cooperation, with the perspective of a positive return in terms of favourable public opinion and enhanced credit and reputation.
- **Territory Population:** People inhabiting the interested area may play a fundamental role in the reception of the event, both positively or negatively, depending on the

discomfort created to the public transportation, pollution, waste, and in general on the life conditions of the region.

A more specific partition is provided in the section V of this chapter.

### Critical Factors of Success

The success of a sport event coincides with the complete satisfaction of all stakeholder needs and initial goals. This means a high level of athletes' performance, supported by an adequate work of judges and referees, for what concerns the **athletes' side**. An overall appreciation of the event and a vast attendance to it are considered two fundamental components for the ultimate improvement of the event image and its consequent favorable outcome. The great affluence of public represents a relevant and important factor also for **the territory**, still more interested in the correct implementation of the whole process, in the total respect of the area and with benefits hopefully enjoyable over a long-time perspective. For both **Media and Sponsors**, a relevant attendance of people guarantees conspicuous advertising revenues and resonance. **Vendors** are mainly interested in the forecasted revenues, while the **local population** wants to take advantage from tourism flows, without suffering too many damaging effects on the territory.

From this scheme, it is clear how the system and the organization should be analysed and prepared in deep to allow the overall satisfaction of all the participants. To achieve this result, most relevant factors to take in consideration are, according to Cherubini:

- Adequate Technical Direction, to guarantee well-equipped and well-structured facilities, suitable location and date, and the participation of prestigious athletes of the international panorama
- Structured Project Management able to plan accurately all the phases of the process and ensure the coordination over all the agents and the activities.
- Communication System
- B2B Marketing, to ensure the sponsorship of corporate and media partners to contribute to event planning and B2C Marketing, to realize an adequate product offering in order to attract the attention of people.
- Public Administration
- Info System, to manage the whole logistic issues, together with communications and big screen visualization.
- Media Centre

- Special Effects
- Reception Facilities
- Security

We can see then how this type of events present an intrinsic element of risk that, considering all the variables involved in the process, is substantially higher than others. Not all variables can be controlled with adequate level of precision and a strong emotional component has to be considered as a critical issue. The job of the organisational managers is to reduce all the risks implied in the organization, exploiting as much as possible the (huge) potential determined by these occurrences.

### III. Impact of an Event

Every event has an unbreakable relationship with the surrounding environment, and as the importance and size of the event grow, it increases too the impact of the latter on the environment. Most of the times, researchers tend to concentrate their attention on a purely economic aspect, while the influence of an event extend to multiple dimensions.

Starting from this aspect, the **economic impact** results divided in 3 main components:

- Direct Value
- Indirect Value
- Induced Value

*Direct Value* is in general terms the impact on territory generated by spectators and by the whole organization of the event. More specifically we are talking of all the expenditures generated by people attending the event, so obviously the purchase of tickets, but including also the transportation costs, hotel booking and all other related expenses. The organization expenses comprehend all the activities needed to set up the event, including promotion, communication, etc.

*Indirect Value* refers to the response of the economic agents already present on the territory, to adequate to the upcoming events. It generally includes an increase in the overall economic activity, in terms of stock amount and service offered to cope with the rapidly increasing demand generated by the event and the consequent affluence of people.

*Induced Value* is a result of the first two components. It is the impact on the income and expenditure levels of the hosting community, generated by an increase demand in service, goods and human resources on the territory. Generally speaking, a big event leads to an

exponential increase in those level of income and, consequently, of expenditure, by the local people on the territory.

Going toward, it is then important to focus on the **socio-economic** aspect, that is the impact on the general quality of life of the hosting community. We include in this area some positive effects, that could be a strengthening of local culture or values, or an increasing interest of people in activities of the community, as well as negative side effects, as for example a possible hostility between residents and non-residents, or the amendment of local traditions to adapt to spectators need.

We have then, the **environmental impact**, unfortunately related to all those (negative) consequences which generate within the organization of a big event, and that increase proportionally to the size of the event. The need to build new constructions, an increase in the level of traffic and air pollution, a huge amount of waste to dispose of, are just some of the most common problematic issues that a territory has to face in the course of an event. The main scope of the organizer must be the reduction of these effects, and the attempt to improve and requalify the territory, and consequently get a better image and reputation.

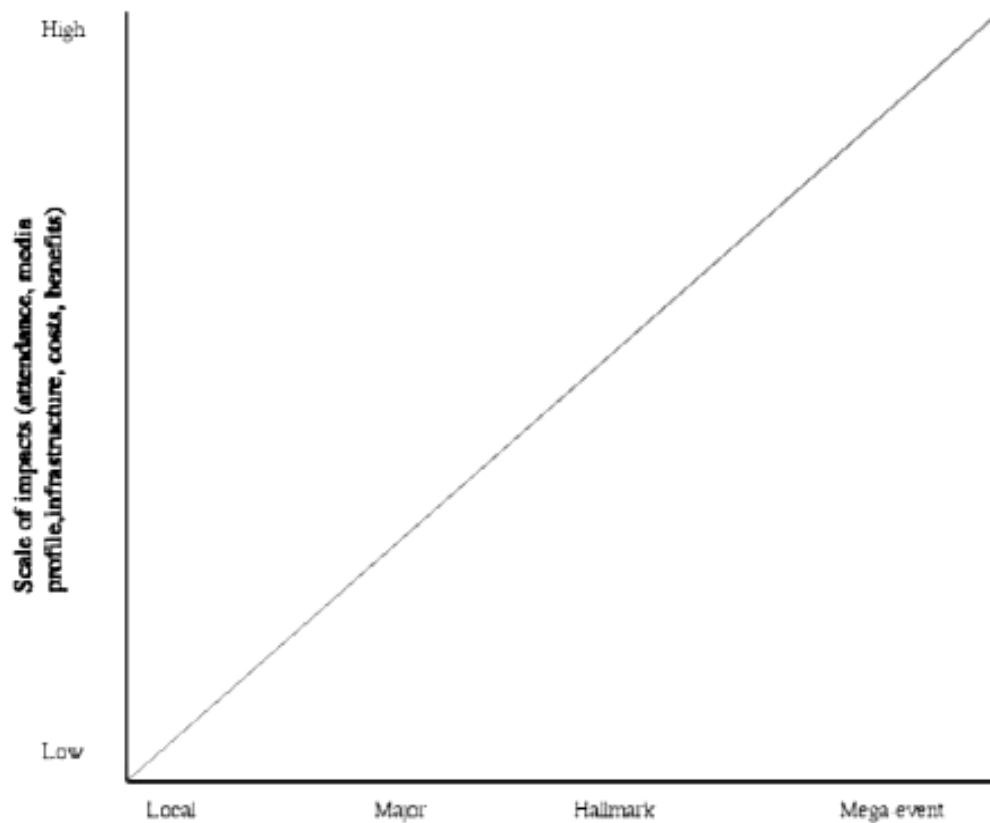


Figure 5 – Mihaela-Oana, “Major Special Events: An Interpretative Literature Review”

After this brief examination on the main consequences brought by an event on a territory, the question is how to limit the negative effects, implementing at the same time the positive results. The answer to that, is the so-called **Territorial Marketing**.

We have numerous definitions for this term, and sometimes they sensibly differ. First of all, **Anacarani** (1996) defines it as “the analysis of stakeholders need, aimed at building, keeping and strengthening the beneficial exchanges with stakeholders (*internal territorial marketing*) and with external baseline public (*external territorial marketing*), with the scope of increasing the value of territory as a resource and its attractiveness, activating in that way a virtuous circle satisfaction-attractiveness-value. **Paoli** (1999), oppositely to that, focusing more on the attractiveness of investment, defines it as “the set of activities, exercised on a specific geographic area, aimed at rendering the space attractive for a targeted group of logistic-industrial investors”, on the basis of the perceived need on the basis of which the area has been designed. **Cercola** and **Caroli** (1999) then, agree on defining territorial marketing as a “process aimed at the creation of value for the community, made up by those individuals who exploit the benefits of a bounded territory”, or even more a “function which contributes to the

development of the area, through the ideation and the implementation of the territorial characteristics, with the aim of satisfying actual and potential demand needs”. In conclusion, Territorial Marketing aims at ensuring a positive relation between the local people, the attraction of economic profit and overall environmental development. In this optic, three important goals must be achieved, in order to consider a territory effectively developed and improved:

1. The territory has to satisfy local residents expectancies, improving their overall quality of life, maintaining their culture and values unchanged.
2. Attract local and foreign investments, and tourism flows
3. Satisfying needs and expectations of newcomers

From what we have said, and the various classification of events offered before (traditional/modern-Mega/Mini), it is clear the different role and relevance of a specific event in the area of territorial marketing. We can identify three main areas related to the impact on the territory and its consequent possible development:

- **Relevance of the contribution:** In this point, the main aim is the assessment of the weight of the event respect to the environmental policy and territory strategy, with reference to the contribution of the latter to the successful implementation of the event itself. We distinguish *event based* strategies from others where the event’s organization represents only a frame.
- **Nature of Development Pattern:** Researches show clearly that different events contribute in different ways to the diversification strategy of the territory. So, all the events should be analyzed with a particular focus on the evolutionary trajectory, to identify which type of contribute they can give.
- **Brand impact on the territory:** The consequences of the event on the image of the territory are the core of this point. In particular changes in *brand identity*, *brand equity* and *brand awareness*.

### Sport Tourism

Talking about sport events, we cannot forget to mention and at least explore briefly the sport tourism framework. As we have seen, sport needs, for its own growth pattern a strict collaboration with the ruling institutions in the territory. In the territorial marketing area, it has been always highlighted the importance of **Sport Tourism**, as a major component of success in the improvement of territory’s conditions. Talking about the Italian situation then,

we relate to a country which has found in it a reference point for every type of development policy planned to be enacted. In more recent times, a strong competition has been risen from other countries of the Mediterranean area, limiting in a certain sense the competitive advantage acquired by Italy in this field along the years. Spain, for example, has largely invested in sport, as Barcelona Olympic Games has demonstrated, obtaining incredible results in terms of attendance and positive impact on the territory. The importance of the events in the so-called world “*best practices*” should constitute important benchmarks for this new sport event perspective. Again, the sport-territory relation acts as a starting point for territory development. Both big and small events, if valued properly, in relation to the context they are inserted in, can ensure a significant economic impact in a direct or indirect way.

But how can we properly define Sport Tourism? Since we are dealing with a relative recent discipline, we have to face a substantial lack of valuable material on the argument, provided by official literature. We can however analyze how the issue has been treated and considered by some researchers and scholars over the years. **Heather Gibson**, in the 80’s, associates the concept of sport tourism with all those sport activities which require the movement of people to participate actively or passively to the event. Even if his statement may appear too simplistic, it generally represents well the concept, and has been maintained for a while among the most authoritative definition in the field. The *Journal of Sport Tourism* (1997), in the context of a research published by **Joseph Kurtzman** and **John Zauhar**, gives a more classificatory definition. Recalling just in part what **Sean Gammon** and **Tom Robinson** have already said about it (who subdivided sport tourists in *moderate* and *radical*), define 6 different typologies of activities, depending on the people involved within them:

- Sport/Touristic events
- Sport/Touristic cruises
- Sport/Touristic locations
- Sport/Touristic shows
- Sport/Adventure tourism

The first to introduce a certain independence of the concept is the French author **Charles Pigeassou**, recognizing the phenomena as an autonomous process, subdivided in 2 stages:

- Transfer of the individual, from his local place to the event location
- Occurrence of the activities which have been the objective of the movement

Based on these two stages, and keeping in mind the strict bond between these two components, we can go on with the identification of four main typology of sport tourist, following Pigeassou approach:

1. *Amateur-Active*: A high level of activity to which corresponds low professionalism. Those are basically amateurs who tend to participate to small events, but mainly of local nature.
2. *Pro-Active*: People characterized by both high levels of activity and professionalism. We have moved to professional athletes, who made sport their main job, and travel a lot for international competitions and tournaments.
3. *Amateur-Passive*: It's about people who travel mainly to follow sport events as spectators. Characterized by low level of activity and professionalism.
4. *Pro-Passive*: Mainly sport directors, team managers and other highly professional administration figures, who constitute the elite public of big sport events, but may also travel for participating in conferences and meetings.

From this division, a further and more precise analysis of the phenomena is possible, particularly considering the publication of Ciampicacigli R. and Maresca S. "*Due metalinguaggi si intersecano: Sport e Turismo*" (2004). The authors first divide the concept of Sport **Tourism** in two:

- Sport tourism intended as the set of touristic activities in which relax is associated with the possibility of practicing sport, where the latter becomes an important variable in the choice of the destination and the accommodation
- Sport tourism in a more stringent term, as the tourism typology in which sport is the central and essential element for any people movement. In that case, an additional division is proposed by the two authors. In particular, three micro-categories are pointed out:
  - **Sport-Show Tourism**, which involves in particular the "passive" part of tourists, mainly interested at the participation to sport events as merely spectators. This market is in continuous expansion, regarding not only big international events, but also national and local occurrences.
  - **Sport-Business Tourism**, which interest all the sport professionals, both athletes and sport managers, who attend generally big international events of great relevance. It is the tourism which generates for sure the highest economic revenues among all types, although it is very difficult to quantify.

- **Sport-Loisir Tourism**, defined by the category of tourist we have already called as Amateur-Active. The events involved are most often local occurrences, with the active participation of people involved. The event often represents an occasion to visit the interested location.

#### IV. Modern Sport Organizations and FIVB

As we have seen, defining sport management in a modern context is not so easy as it may seem. To better understand the dynamics behind modern sport, we need to analyze the major institutions which rule this panorama, both worldwide and at a national level. We will focus in particular on the Volleyball related organizations, in order later to address the case study with a clearer overview.

Every sport is ruled, on an international level, by a Sport Federation officially recognized by the **CIO (Comité International Olympique)**, a NGO created by *Pierre De Coubertin* in 1894, considered today as the major world sport institution. Federations officially recognized by CIO are 67, among which we find the FIVB (Fédération Internationale de Volleyball), founded in Paris, in 1947. From 1984, its head office has place in Switzerland, precisely in Losanna, from which the organization controls the world of Volley and Beach Volley.

FIVB is the official organizer of international competitions, as for example the World League, World Grand Prix and Men and Women World Cup. It started as an organization made up by only 14 affiliates, back in 1947, arriving at 220 in 2012, subdivided in five continental confederations. The first president appointed for FIVB was the French **Paul Libaud**, substituted 37 years later by Ruben Acosta Hernandez, followed eventually by Wei Jizhong and the actual president, the Brazilian **Ary Graça**, in charge until 2024.

At a national level, Volleyball in Italy is represented by **FIPAV (Federazione Italiana Pallavolo)**, with its headquarter based in Rome. The FIPAV is the only institutional subject recognized unanimously by CONI (Comitato Olimpico Nazionale Italiano), CEV (Confédération Européenne de Volleyball) and by FIVB, with the duty of organizing and regulate Volley, Beach Volley and Sitting Volley within Italian borders, as well as of representing the country worldwide.

The organization of a sport event must take in consideration a series of legislations and regulatory frameworks, which stem from both *international* (Olympic Charter, WADA anti-doping norms, CIO directives, Statutes and Recommendations delivered by Sport

Federations) and *national* (CONI statute and regulation, CONI code of conduct, National Sport Federations regulations, Sport Associations and Societies regulations).

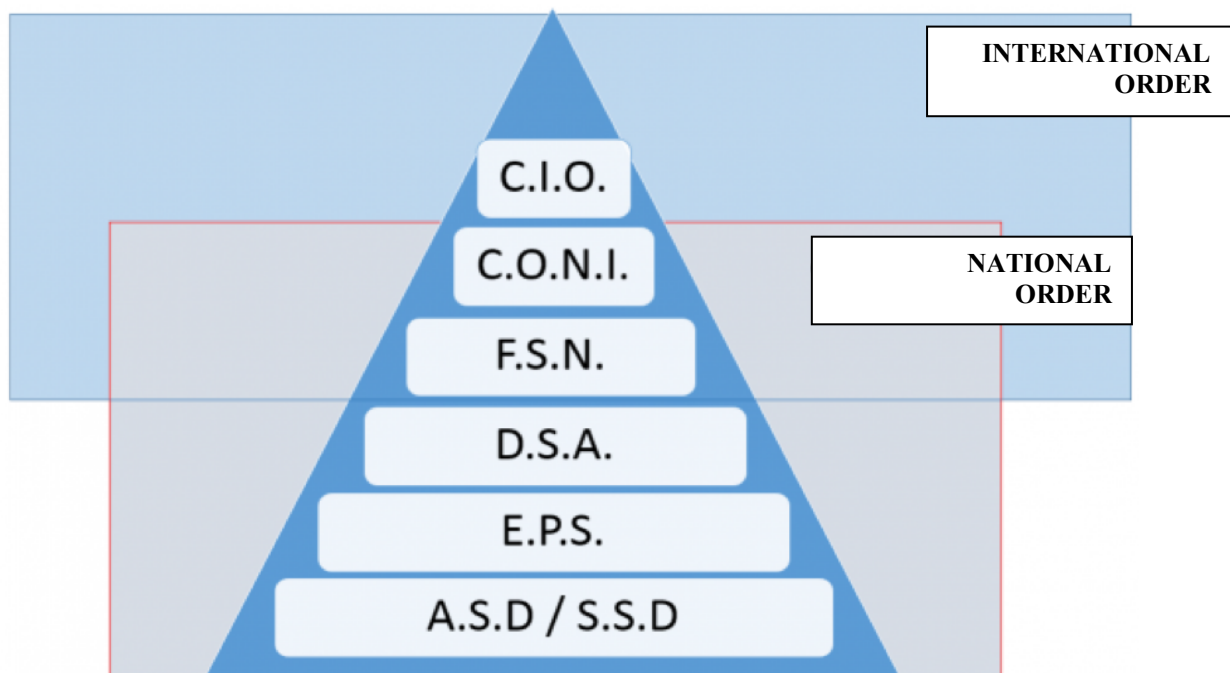


Figure 6 – N.W.A. (Nordic Walking Academy), “Ordinamento Sportivo Italiano CONI e Internazionale CIO”

As we can see from the figure, the Italian regulatory system is pyramidal based. Starting from the bottom, we can observe the **A.S.D.** and **S.S.D.** (**Associazioni/Società Sportive Dilettantistiche**), followed, going upwards, by **E.P.S.** (**Enti di Promozione Sportiva**). In Italy we can count on 14 E.P.S. which, exploiting the affiliation with S.S.D. have the statutory scope of developing and promoting the sport activity on the territory. The **D.S.A.** (**Discipline Sportive Associate**) is composed by the 19 Federations recognized by the CONI, while the **FSN** (**Federazioni Sportive Nazionali**) are 45.

The **CONI** (**Comitato Olimpico Nazionale Italiano**) was born in June 1914, as part of the original CIO (Comité International Olympique), with the aim of reorganizing the structure of Italian sport, in order to prepare the athletes to the Olympic Games. On the juridical level, the CONI is a public non-economic institution, that is under the vigilance of the Presidency of the Council Of Ministers.

To conclude, the **CIO** (**Comité International Olympique**), as we have just said earlier in the text, was born in 1894, with the “mission” of restore the ancient Olympic Games of Greek tradition. The CIO President is Thomas Bach, from the 2013.

## V. Main Elements of Sport Event Management

### Main Stakeholders

The organization of a sport event requires the interest of multiple public and private participants, that is of different categories of *stakeholders*, which will be directed involved in the production process phases of the event. Talking about the complexity of this phenomena, we can talk of an actual “System”, that is administrated on a management level. In the sport area, a Stakeholder is defined as an individual or an organization whose behaviour directly or indirectly influences the successful conclusion of the event, the performance of athletes or the satisfaction of overall customers. A structured *Stakeholder Analysis* is a fundamental requirement to the definition of a good event planning.

We can do our first distinction, separating two types of Stakeholders: **primary** and **secondary**.

**Primary Stakeholders** represent the people who are absolutely fundamental for the realization of the event, playing an active role in the *event management* process. We can subdivide them in:

- Protagonists: main characters of the event, they take the centre stage and represent the main attraction. We talk of sport people, athletes, managers, artists.
- Workers: the set of human resources who offers its work in exchange for remuneration, organizing all stages of the work, from the concept to the idea realization.
- Participants: those who take part to the event, both actively or passively, who represent one fundamental pillar of an event.
- Sponsors: a group of individuals or organizations with the aim of supplying all the resources and materials needed for the realization of the event, in exchange of a notable benefit in term of brand and image.
- Suppliers: set of firms which handle out the supply of resources needed, in exchange of an economic return.

Along with Primary Stakeholders, we also find other relevant personalities, capable of influencing indirectly the event through their behaviour, defined as **Secondary Stakeholders**.

Among these figures we find:

- Public Services: They are part of the event’s framework, granting the availability of transports, parking, sanitation, contributing notably in the satisfaction of participants.

- Emergency Services: compulsory in most of the cases, these services help maintaining public order and ensure the security of the participants and of the environment.
- Mass Media: their importance has increased rapidly in the last decades, since their importance in the diffusion of knowledge related to the specific event, and its public coverage, at a local or national level.
- Economic System: the set of economic actors present on the territory, which comprehends the hoteling structures, restaurants, culture and other types of entertainment apart from the event itself. They allow the whole territory to gain a huge economic profit from the organization of a single event.
- Tourism: touristic agencies exploit the flows of people moved by big events, actively operating on the image of the territory and its services, offering customers a wide range of tourism-related services.
- Local Community: the most delicate actor in the game, since it suffers all the side effects produced by a big event. It is crucial to involve local people in the organization, keeping well in mind their fundamental need and rights, and operate together with them, without compromising their lifestyle and cultural values.

### Event Management Process

The reality and complexity of events need to be integrated in a structured process, which starts long before the official opening. In the organization of an event, we can identify precise activities, starting from the initial concept, to arrive at the end to the valuation phase. During major events, we can highlight at least some of those phases:

1. **Event Idea**: The initial phase of the process. Potential events to organize within the territory are identified and valued carefully, considering all the opportunities, risks and eventual partnership which can be established. Main contribution to this phase is given by the technical and marketing component, intended as the search for sponsorships, for an adequate economic support, and as the management of partners relationship, to their know-how and to the mutual exchange of information.
2. **Service Concept**: Once the event has been chosen, it is fundamental the identification of the so called “*Core Product*”, that is establish basically the WHEN, WHERE and HOW. The interdepartmental collaboration is fundamental to the correct development of this phase, in particular considering technical, logistical and marketing areas.

3. **Economic Analysis:** After having established the first two points, it is necessary an effective prevision of profits and costs, with the main voices related to location, infrastructures, equipment, marketing, communication and personnel for what concerns **costs**; on the other side, public funding, tickets sale, sponsorships, merchandising and television rights will characterise the **profit** account. Again, it is needed a strict collaboration and share of information by the Marketing/Financial sector and the Logistic Area, to understand what is needed, and how much it will cost.
4. **Feasibility:** The valuation activity continues then with the actual verification of the feasibility of the entire event. Main variable considered are the effective availability of people and resources, the possibility of involving commercial partner and sponsors, and the planning of activities in detail, with particular references to time and space.
5. **Implementation:** The organizational phase ends with the implementation of the event, which sees all the organizational functions engaged, with particular importance to Logistic, which has to ensure the correct execution of every single activity. The Operational Marketing area will operate to grant the provision of the service previously announced, including ticketing, subscriptions, access and communication overall.
6. **Final Balance:** In this phase, we assist to the elaboration of the real costs that have been sustained by the organizer, and the relative profit. Every sector is analyzed in detail, and a final balance is made up thanks to the fundamental work of Marketing and Technical sectors.
7. **Valuation:** The last step of the process, is concerned in particular with what we call the *ex post* valuation, where initial goals are compared to actual results and achievements. In particular, a great attention is given to the customer satisfaction, stakeholder satisfaction and brand perception. The latter, will be an essential element for the organization of a successive event.

Phases	FUNCTIONS			
	Technique	Economic/Financial	Logistics	Marketing
Event Idea	X			X
Service Concept	X		X	X
Economic Analysis	X	X	X	X
Feasibility	X	X	X	X
Business Plan	X	X	X	X
Organization	X	X	X	X
Execution	X		X	X
Accounting	X	X		X
Evaluation	X	X	X	X

Figure 7 - Cherubini, S., Bonetti, E., Iasevoli, G. & Resciniti, R., "Il Valore degli Eventi" (2009) p.21

## VI. Sport event as a Brand and Valuation Techniques

As we have just mentioned among the steps of a sport event management process, an essential part of the work consists in an accurate analysis of the value of the event. But how can we define it?

It's in this framework that has been introduced the concept of Brand Equity in sports. In modern literature, one of the best definition given for **Brand Equity** is the following, stated by **Aaker**, who defines it as "the set of resources (or costs), linked to the name and the symbol of the brand, that should be added to (or subtracted by) the value which a good or a service furnish to a firm's customers, or to the firm itself."

When we talk of value of a brand, we mean its real value on the market. This value can be expressed from a purely financial point of view, considering the brand as one of the fundamental elements of firm portfolio (*intangible assets*), or under a Marketing profile, considering customers fidelity and satisfaction.

Having stated that, we acknowledge that the evaluation phase of an event depends majorly on its dimensions: for big events it is necessary to integrate the final valuation (*ex post evaluation*), with a preliminary analysis of the value, operated during the first stages of the process (*ex ante evaluation*), considering also a continuous assessment of the chosen parameters during the occurrence of the event, in order to quickly implement some changes, if needed.

The parameters which must be carefully analyzed are various, and of completely different nature, ranging from the economic area, to the socio-cultural, the environmental impact, etc.

The effectiveness of the evaluation depends much on these parameters and on the setting of goals, which are required to be:

- Specific
- Measurable
- Feasible
- Realistic
- With precise deadlines

### Management and Evaluation models and the Nature of Sport Management

Since the creation of the need to evaluate objectively and precisely the value and importance of an event, the traditional management models and have tried to solve this problem, however, without having success. These approaches have been often criticized to be too simplistic for the area they try to study and analyze, being focused too much on a *Goods Dominant Logic* (GDL). With **Vargo and Lush** (2004), this issue has been addressed from a different point of view, switching to the *Service Dominant Logic*. This vision focuses precisely on the co-creation of value that takes place within a sport event, where public itself contributes to the creation of value (instead of being “classically” delivered from firms to customers). The service takes the centre stage, the spectators are at the same time creator and acquirer of the product.

#### *GDL Framework*

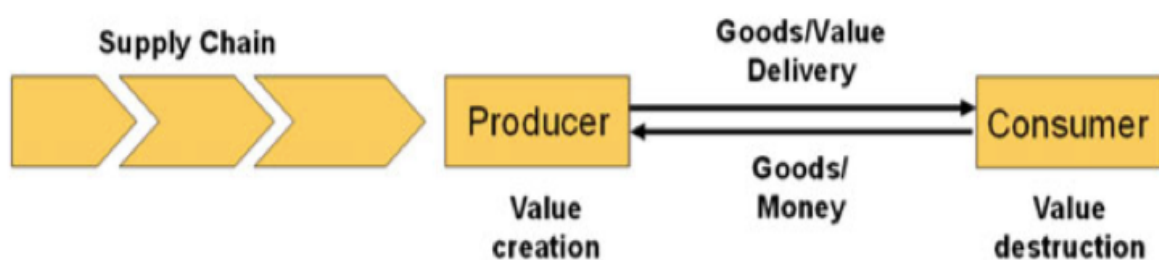


Figure 8 – Woratschek, H., Horbel, C., Popp, B., “Value Creation im Sport: Von der Integravitat zum Sport Value Framework”

SDL is the first step for a better understanding the phenomena. The **Sport Value Framework** (SVF), directly follows on the SDL concept, trying to further improve the value creation configuration of sports. SDL concept basis its structure on three basic assumptions, needed in order to understand the dynamics beyond a sport event:

- The event represents the value proposition of organizing firms
- The supply part is made up by different enterprises which co-offer the “product”
- Demand side is composed by a range of several different customers

#### SDL Framework

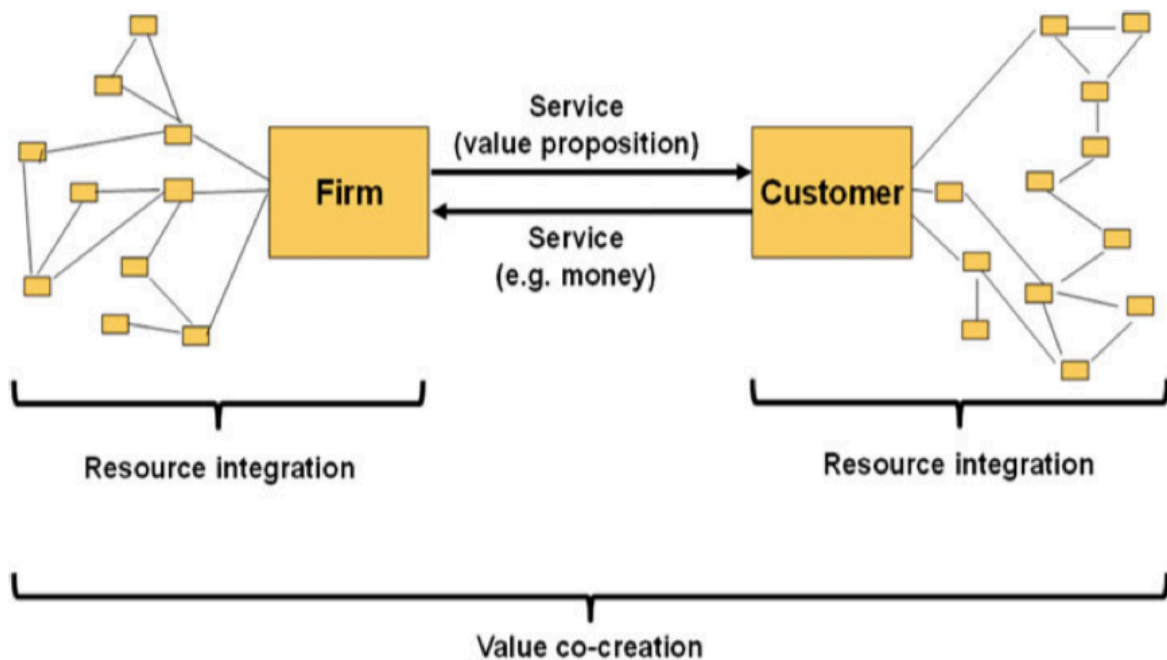


Figure 9 - Woratschek, H., Horbel, C., Popp, B., “Value Creation im Sport: Von der Integravität zum Sport Value Framework”

Starting from these points, the SVF develops its own characteristics and model, relying in the same way on 10 *Foundational Premises*, which try to explain the main benefits arising from the use of the model in the understanding of management dynamics within sport. This analysis framework is therefore founded around these defined assumptions:

- **FP1: Sporting activities are the core of sport management:** It is clear that sport management differs largely from other management areas, mainly because its characterization strongly influenced by emotions and engagement. Activities represent the starting and fundamental point to take in consideration.
- **FP2: Service as the fundamental pillar of exchange:** Service itself it's the fundamental premise to the co-creation of value and the participation of all participants to the definition of the event value proposition. In relation of the sport

area, this second statement implies a service-to-service exchange, changing the traditional idea of a product sold for economic remuneration only.

- **FP3: Sport goods as vehicles for the provision of services:** Sport goods become the vehicle through which actual customers of the event (spectators) can reach higher “services” in terms of emotions, involvement, participation, etc.
- **FP4: Firms and customers can only offer a value proposition:** Value proposition constitute a core element of the co-creation process, always representing an input to stimulate a further service production by other players.
- **FP5: Value proposition is created through the construction of value networks:** Throughout history, the analysis of the management process and value creation inherent to a sport event have been made with the aid of **Porter’s Five Forces Model**. Only in recent times, experts have found more convenient to use a **network configuration** to describe this process, to take in consideration the participation of the different actors and their involvement. It became clear that the main scope of the different players of the game, is to create links between them, collecting partners, with the final configuration of a value network.
- **FP6: The integration of resources between groups sustains the customers co-creation process:** The relevance of customers in this particular context is evident, as we have just repeated many times. Just considering the mutual influence of different customers groups on the place of event, is enough to understand the dimension of the issue. Spectators assume the double role of participants and influencers, constituting one decisive variable of value perception.
- **FP7: Co-creation of value is a joint effort made by customers, organizer and stakeholder groups:** Recalling again the SDL perspective, this point stresses again the collaboration as a fundamental requirement to satisfy.
- **FP8: We’re dealing with *value-in-use*:** GDL perspective often considers value uniquely as value-in-exchange, but as we have analyzed, we cannot merely talk of a product of buying. Value stemming from a sport event has a certain subjective component and emerges from the attendance and involvement in it.
- **FP9: We’re dealing with *value-in-context*:** The importance of the context, intended as that network structure mentioned before, where various actors interact one with another, must be considered as a primary issue. Value can assume difference importance, depending on the specific context interested.

- **FP10: Main aim of value creators is to integrate resources from their specific networks:** Firms, customers and all stakeholders are required to integrate their competences, know-how and activities, in order to create an effective value-proposition.

#### Stakeholders Event Evaluation Method

As prof. Cherubini stresses out in his publication, the most complex phases of the value assessment regard the moments which immediately follows or precede the actual implementation of the event. To cope with the huge numbers of stakeholders involved in these phases, and their different needs and interests, as well as to be able to make quantitative detections on the various fronts.

One of the first useful approaches to the problem was the construction of a ***balanced scorecard***, method originally proposed by **Kaplan and Norton** (1992), which considers evaluation from a financial performance's point of view, instead of using a systemic approach. It considers four different areas:

- Financial
- Client
- Internal Processes
- Innovation and Development

The main aim is the creation of a synthetic framework, to structure a firm organizational process into a series of precise financial indicators. To use this method in the sport context, it is often useful a customization of the four areas of interests, to make them fit better with the specific event considered. The event should be considered as a “system”, in order to identify the expected objectives and goals, from a stakeholder point of view.

The method is clearly defined as *stakeholders driven*, and provides for the identification of the interested parts, their sort in order of importance and relevance, and the identification of the so called Critical Factors of Success, the variables which will be ultimately analysed to understand if the event has matched the expectations or not. We can identify at least four areas of impact:

- **Economic:** assessment of the effective creation of economic value brought by event. Both costs and profits are taken into account, and how they affected the event equity, in view of future occurrences.

- **Socio-Cultural:** this area mostly assesses the final customer satisfaction, comprehending cognitive, behavioural and emotional returns of people involved. To have reliable data it is necessary the design of an effective sampling plan, in order to represent all groups interested by the event and collect their response in an ordered way.
- **Environmental:** this area refers to the collection of a huge number of data on the impact of the event on the territory. The analysis comprehends information ranging from the amount of waste generated during the event, to the number of attendant people, to the consume of public goods (water, energy), to damages suffered by infrastructures, privates and natural environment.
- **Holistic and Performance:** This sector comprehends an evaluation of both single activities and the event. First, it is assessed if some performance criteria established before the start of the event have been effectively met; then, it follows a careful attempt to identify eventual mistakes or contingencies happened in the course of the event.

After having considered all the critical factors of the case, some market research helps in gathering necessary information. There are numerous possible ways to do that, and they should be often combined in order to obtain more satisfying results.

PRE-EVENT EVALUATION CRITERIA	POST-EVENT EVALUATION CRITERIA
Potential Risk exposure for the Tourism Destination Authorities	Economic impact at the state level
Probability of success	Economic impact at the city/community level
Compatibility with existing venues	Number of international visitors
Event Manager's capability	Direct visitor expenditure
Potential community benefits	Value media coverage
Potential environmental impacts	Positive community attitudes
Forecast number of tourists	Financial results (profit/loss)
Fit with destination image/brand.	Problem-free operations
	Sponsor satisfaction
	Cost benefit analysis
	Environmental impacts
	Community (socio/cultural) impacts
	Yield per visitor
	Future use of purpose built facilities (legacy).

Figure 10 – Created by myself through data gathering on the web

The Event Acquisition Process Evaluation method (EAPE)

Whenever a preliminary analysis is required, even though the stakeholders' evaluation method could be still a useful tool, however we need a more complete and articulated process, which starts from the general consideration on the feasibility of the idea itself.

The method is defined as **Event Acquisition Process Evaluation**, and it is concerned mainly with the very first phases of an event organization process. Articulated in 5 principal steps, it starts from the idea generation, to arrive at the final approval of the project, and its effective implementation.

All the phases are carefully monitored, keeping a strict and continuous communication with stakeholders, in order to share decisions and eventual findings.

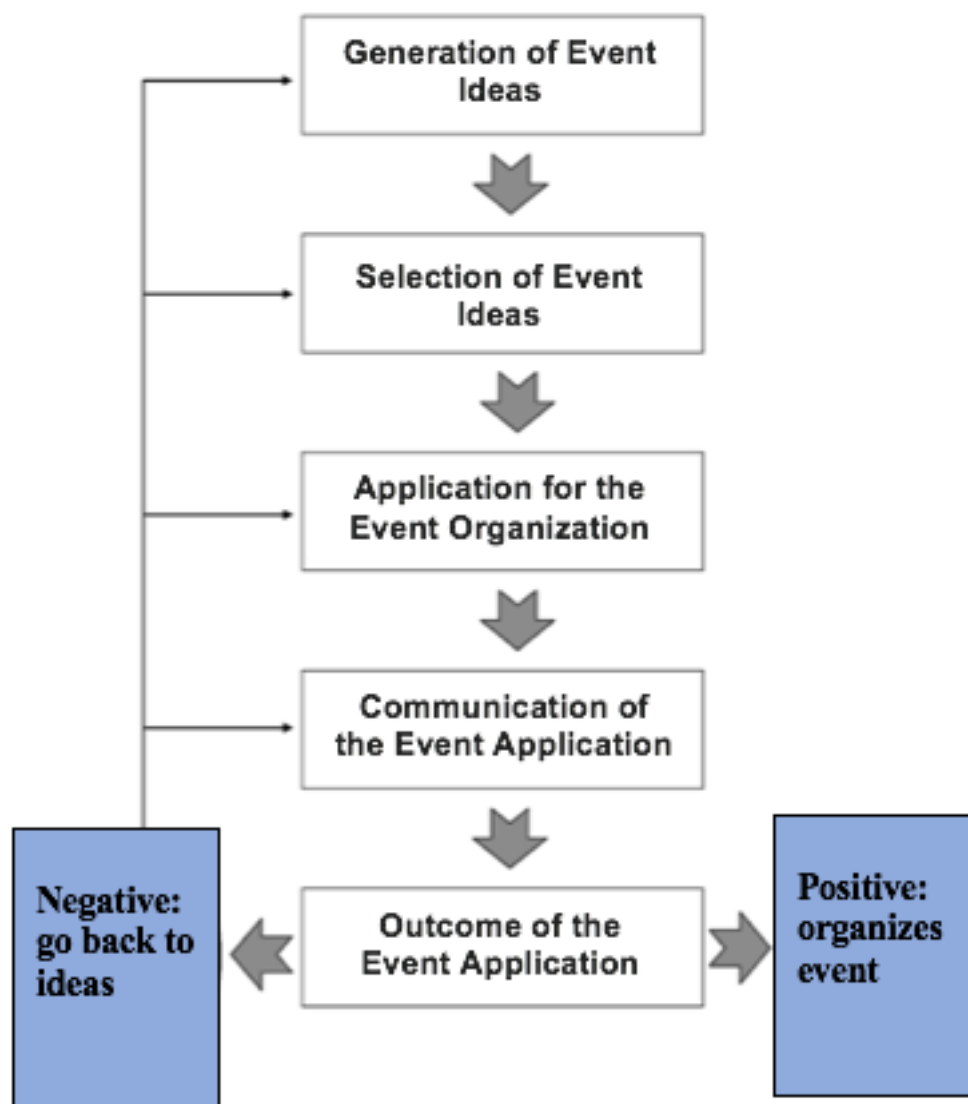


Figure 11 - Cherubini, S., Bonetti, E., Iasevoli, G. & Resciniti, R., "Il Valore degli Eventi" (2009) p.51

The **5 Stages** can be described as follows:

1. **Idea Generation:** Even if this first step is considered the easiest among the others, it is instead a long and complex stage. Generally, the idea generation is a specific matter of the technical part, even if nowadays many different actors are involved in this process: both internal (marketing, external relations, etc.) and external (official institutions, stakeholders, etc.) sources are appeared as protagonist in this fundamental decision.
2. **Idea Selection:** To avoid too much dispersion and lack of focus on a final project, a second step of selection and skimming is necessary to go on. The choice must be restricted to a small number of events, that should present good feasibility, attractiveness and a high degree of competitiveness.

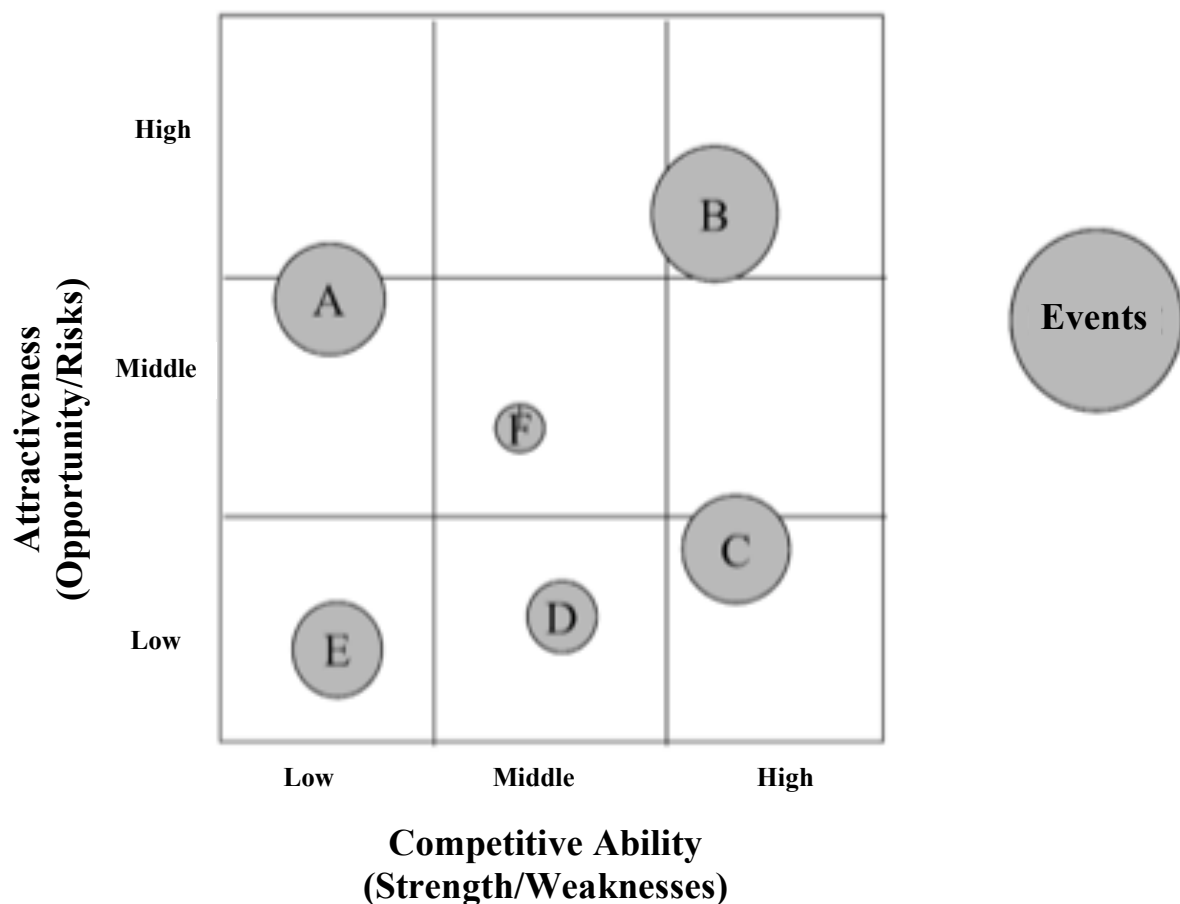


Figure 12 - Cherubini, S., Bonetti, E., Iasevoli, G. & Resciniti, R., "Il Valore degli Eventi" (2009) p.53

3. **Organizer Application:** The ideas who successfully overcome the Funnel of selection, can be taken finally in consideration and proposed to whoever has the duty of support and sustain the event (public administration, a project owner, etc.). In this case, the *bidding* process often turns out to be a useful instrument to choose the right candidate for the realization of the project. The composition of the Promoter Committee plays a fundamental role in the convincing and involving institutions and firms.
4. **Application Statement:** A strong and structured communication should give relevance to the application, in order to obtain the necessary *consensus* to sustain it. Just being among candidates, despite the final outcome, may result in increased worldwide reputation and visibility, requiring so the support of communication channels. A communication plan, which considers the main targets, the budget, and the core message, should be implemented as soon as possible, to gain favourable outcomes.
5. **Application Results:** instead of being an actual step, this phase represents the end of the process, where the organizer either has its application accepted, or must go back to the first stage, for a new idea generation.

JUDGEMENT OF EVALUATION				
Process Stages	Optimum	Good	Decent	Low
Generation of Event Ideas				
Selection of Event Ideas				
Application of the Event Organization				
Communication of the Application				

Figure 13 - Cherubini, S., Bonetti, E., Iasevoli, G. & Resciniti, R., "Il Valore degli Eventi" (2009) p.56

## CHAPTER 3 – CASE STUDY: VOLLEYBALL MEN’S WORLD CHAMPIONSHIP 2018

### I. Volleyball in Italy

Volleyball in our country, according to FIPAV analysis, is the second sport for number of practitioners. As already mentioned, this discipline is regulated on the national level by the FIPAV, which can count on 320.000 athletes members, 5000 clubs and around 100.000 operators, among managers, sport directors, referees and assistants, making it one of the biggest volleyball institutions worldwide.

With respect to the male sector, Italian male volleyball league is structured in several levels: The highest level is characterized by the *Superlega* (previously the former A1, until 2014), organized jointly by FIPAV and *Lega Pallavolo Serie A*. It is one of the most competitive and high-level competition worldwide. Since the strong presence of football as main catalyst of sport public in big cities, Volleyball finds its highest peaks of popularity in medium-to-large centres. With reference to *2017-2018 Superlega*, we can find only three regional capital cities (Milan, Trento and Perugia) in the male championship, while only Florence in the female one. From the perspective of the Media Coverage, until 90’s volleyball was followed mostly by local press, while in the national papers only few lines could be found about it. The situation changed with the incredible series of successes obtained by the national team led by Julio Velasco, started in 1990. The numerous victories obtained by the so-called “*Generazione di Fenomeni*” created a national interest around this discipline, generating an increase tv, press, and sport magazines’ coverage. Going further into the digitalized era of 2000’s, a huge number of articles and web news arose as well, along with players’ biographies, interviews, and main events’ advertising. The national federation along with the *Lega* has strongly pushed the enlargement of the movement, collaborating with the main national tv broadcasters, and moving through some organizational changes, involving for example the schedules of matches, to cope with the needs of the tv spectators.

The increased interest demonstrated by media has been followed by a greater appeal of Volleyball for big sponsors over the national territory, with some of them eventually become the owners of important clubs (as in the case of *Benetton* in Treviso, or *Foppapedretti* for Bergamo). Lately, with the period of economic crisis hitting badly Italian economy, some of these companies had to give up on their sponsorships, to be “more focused on the core activities from which depends the employment conditions of workers”, to use the words Luciano Bonetti, president of *Foppapedretti*, who has announced the imminent retirement of

its club *Volley Bergamo*, from the Serie A1 championship, for the next year. As it may be easily seen, the main investments come usually from small-to-medium firms, related to modest realities, which want to use sport as a communication channel for their small community, involving their social tissue, with all its interests and passions. Interests of bigger companies are inevitably bonded to sport activities which offer greater visibility and economic return.

To improve this situation is undoubtedly needed the persistence in the organization of new events and initiatives which can represent a possibility for the further diffusion of volleyball culture and which push its competitiveness respect to other sports, for what concerns the investment decisions of firms and the funding from public institutions. The event I'm going to present can be definitely included in this group, and its analysis may lead to some conclusions on its objectives, its impact on the territory and its capacity to promote volleyball movement and give additional credit to the tourism appeal of our country.

## II. Event's Overview

2018 Volleyball Men's World Championship will take place among Italy and Bulgaria from 9<sup>th</sup> to 30<sup>th</sup> September. This is the first time this event will be hosted by two different countries, and the third time it will be hosted in our country, only 8 years after their last organization, and 4 years after the Italian Volleyball Women's World Championship of 2014. To that edition of the World Championship will take part 24 National Teams, representing the best of world volleyball: France, Netherlands, Slovenia, Russia, Serbia, Finland and Belgium for **Europe**; USA, Dominican Republic, Canada, Cuba and Puerto Rico for **North and Central America**; Japan, Australia, Iran and China for **Asia**; Egypt, Tunisia and Cameroon for **Africa**; Brazil and Argentina for **South America**. Italy will have the honour to host the final and most important phase of the World Championship, and the inaugural match, scheduled in the beautiful frame of Roman *Foro Italico*, with our national team as absolute protagonist of the event. Two of the brackets will take place in Italy, while the other two in Bulgaria. Bari and Firenze are the two cities chosen for the first phase, while Milano and Bologna will see the development of the second part of the tournament. Finally, in Turin, the best 6 teams will play for the title. The Bulgarian cities interested by the competition will be Sophia, Varna and Ruse.

The main structures involved are:

- Palaflorio (Bari) 5.080 seats

- Unipol Arena (Bologna) 11.000 seats
- Mandela Forum (Firenze) 7.500 seats
- Forum Assago (Milano) 12.657 seats
- Foro Italico (Roma) 11.000 seats
- Bulstrad Arena (Ruse) 5.100 seats
- Armeec Arena (Sofia) 12.500 seats
- Palace Culture&Sport (Varna) 5.000 seats
- PalaAlpitour (Torino) 15.657 seats

The Italian-Bulgarian partnership is not a novelty, since the organization of the Volleyball Men's European Championship of 2015 has been headed actually by the two countries. The organization of the World Championship acquires even more importance for the Eastern European nation, since the last World Cup saw its implementation there in the late 1970.

The organization of the event has put a strong emphasis on the valorisation of the territory. As Carlo Salvatori, president of the organising committee, has explained, three main guidelines:

- 1) Social, to involve the greatest possible number of people
- 2) Historical, to valorise the age-old history of organizer cities
- 3) Cultural, with a program of traditional appointments

The Italian National team will show the new uniforms, with the new sponsor **DHL** which will substitute the old Kinder logo. This new partnership, as already highlighted by the CONI president Giovanni Malagò, is an important sign for all the movement, since it shows how also economic giants as DHL have a renewed interest in investing in volleyball. The insert of this brand in the optic of the World Championship can only bring high hopes for the success of the event, since the precedent operations of the firm in the Formula 1, Moto GP and Rugby World Cup, have produced highly favourable outcomes for the overall performance of the events.

### III. Organization Steps

We can include our case, according to the division we have done before, under the “Modern Mega Events” type, since the recent birth of Volleyball World Championship (the first edition was organised in Czechoslovakia in 1949). Despite not being linked to a particular local tradition, those events are able to obtain a large participation of public. We deal with a pretty

simple type of organization, since it depends on the exploitation of resources which are present in the location, falling under the *One shot/Low complexity* category. The times of the organization are much lower than those needed for an event of bigger impact (that for instance requires to build new infrastructures *ex novo*).

Here, we follow, step by step, the various stages needed to implement for the organization of the whole event:

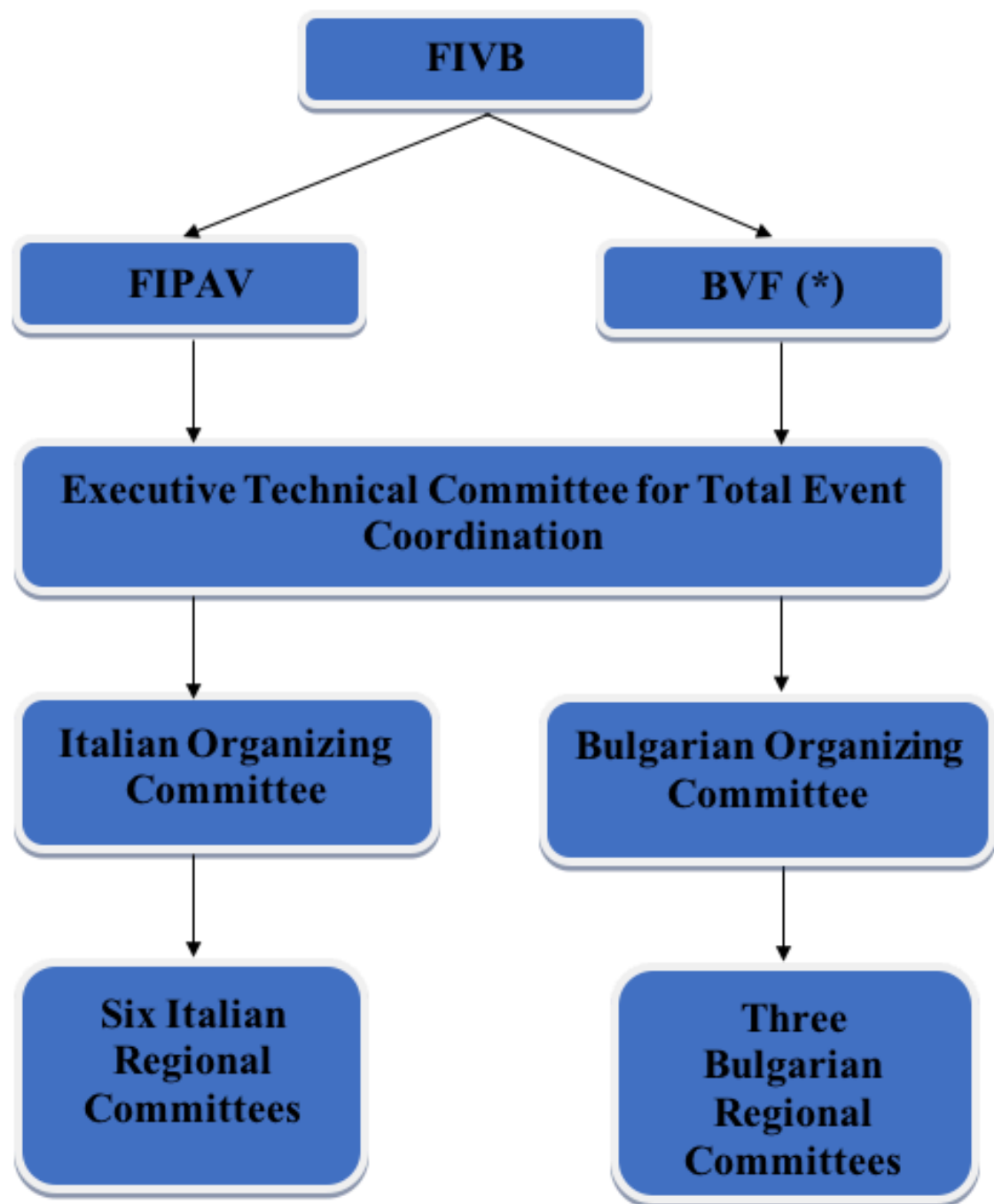
- **Demand for Application.**
- **Evaluation** of alternatives and proposals, and **Approval** by FIVB. In Italy's case, the official approval has been received by Losanna, where the FIPAV president Carlo Magri has defined the last details with the FIVB. With this designation, the International Federation has wanted to reward Italy for its organizational capability demonstrated in the previous events hosted.
- Whenever it follows a positive response from the FIVB, the following step is a negotiation to define an **Agreement between FIVB and the national federation** (in this case the **FIPAV**).
- The creation of an **Organizer Committee** must follow the eventual agreement between the International Federation and the Hosting Federation. This committee will be in charge of the effective execution of the event and of its supervision. The Organizer Committee for this World Championship is based in Rome, to the presidency of Carlo Salvatori, notable figure of the finance, already president of the precedent committee for the 2010 World Championships.
- FIPAV delegates some exclusive powers and responsibilities to the Organizer Committee, and a special **Convention** between the two entities is made exactly with this purpose.
- After the definition of a Central Organizer Committee, with all their competences clearly explained, there must be the appointment of **Local Organizer Committee (COL, Comitati Organizzativi Locali)**. In our case we can see how important figures of entrepreneurship, politics and sport have been selected for the presidency of those committees, as for example Giuseppe Pirola, head of Unet, a company which operates in the field of renewable energies, chosen for the Milan committee. Every Local Committee will be subdivided for competence sectors, as for example:
  - Predisposition and control of game courts and structures, and of useful accessories for the correct conduct of the competition

- Control and Verification of participating athletes and public's safety
- Preparation of the hospitality: organize the athletes' accommodation and verify accreditations
- Recruit of supporting personnel for teams, referees, athletes
- Ideation and Programming of the entertainment program
- Coordination of the group designed for the data gathering and the official compilation of matches' bulletins
- Coordination of the medical sector. Organization of an emergency room with relative nursing personnel, ensuring a constant ambulance service and verify the possession of medical certificate for agonistic activity by all athletes. Predisposition of needed instruments to implement anti-doping controls.
- Management of Marketing and Advertising
- Organization of the Press Centre, to grant radio and tv services
- Relationship management with press and mass-media

It is clearly visible how the OC has to be able to maintain the right relationships with the territory and the other local public bodies, collaborating with them in order to improve the service offered and satisfy all the needs required by local population.

- After having established a date and a program for the event, it should be presented to the public through a **press conference**, with the participation of local authorities.
- A previous **contact with security forces** should be granted, organizing in advance, for example, the collaboration with police and the fire department. The availability of parking lots, restaurants and other facilities should be ensured and granted before the event's start.
- Within the OC, a great importance is represented by the **ITC sector**. The communication strategy is organized through three main channels: Internal, External and International communication.

In the following page, a graph illustrates the hierarchy between the main institutions stated, involved in the organization of the event.



**(\*) Bulgarska Federatya Volejbol**

*Figure 14 – Created by myself with data obtained from the Organizer Committee*

#### IV. Marketing and Communication

On the marketing front, all the activities related to the organization of World Championship have been assigned from OC to Dao S.p.A., a Roman firm which has operated for years in the sector of sport marketing and communication. To maintain the **service concept** management unaltered, this external agency has been carefully guided, starting with an accurate initial briefing and continuing with a constant monitoring of its coherence with the event project. The chosen consulting partner will be in charge of:

- Commercial rights and opportunities owned by FIPAV/OC, and the additional benefits and sources pointed out by the OC in order to gather economic resources to address to the optimal event realization.
- Definition and communication of an effective communication and promotion plan and strategy
- Sponsors' procurement for all the merchandise's categories allowed. Some of them are in fact blocked by the FIPAV because of predetermined agreements dictated by the FIVB. FIPAV/OC can obtain their own agreements in the allowed categories, eventually blocking them by themselves, once the agreement with the partner is made official.
- Implementation of the relational marketing
- Valorisation of the touristic impact through an accurate relationship management with the territory

For what concerns specifically the sponsors involved, past experiences have been carefully reviewed before the final decision, highlighting the great success obtained in the past by the main firms who invested in the event. In particular, from an evaluation made by Honda Motor Ltd Italia, official partner of the precedent edition of the World Championship, analysing the data gathered on a qualitative (value of the brand exposition) and quantitative base (time dedicated to its visibility), it appeared that, from an initial 3 million € investment, the Japanese company eventually obtained final proceeds for around 40 million €. In that particular occasion, the company provided 40 cars to be used as service vehicles during the event, especially to move referees and staff around the several locations. Among its main duties, the OC is in charge of the selection of the General Marketing Advisor who will manage the commercial rights of the event (held in different national locations), the retrieval of sponsors, and generally the support the OC and FIPAV in the organization of the event.

The main requisites asked to fill this specific role is a long-term experience in the marketing and communication sector, with an active participation for at least three consecutive periods. A financial condition is also required, that is a global firm's turnover relative to the operations in the sector of at least 10 million €. In the same period, they are required to have signed at least one contract a year for the realization of a communication plan and a marketing strategy for a unit amount not less than 1 million €. The participation demand should be presented within July 3<sup>rd</sup>, 2017.

Sponsors of the competition will be divided between those which will intervene in the Italian contest, and those related to the Bulgarian organization of the Tournament.

- For what regards the ticket sale, **Ticketone** will be covering the Italian market, while **Eventim** has been chosen for the Bulgarian one. The well-known ticketing circuit is the only official channel authorized for the tickets' sale. Mainly there will be an availability of daily tickets, which will allow to attend the daily match. Among the novelties for the event, there will be the possibility to buy a "Fan Ticket", with a more captivating graphic and that will be directly delivered home.
- **Mikasa** and **Senoh** will represent the *FIVB Official Suppliers*
- For what concerns the flooring of the structures involved, a collaboration with **Gerflor**, a leading company in the sector, has been signed by FIVB
- The *FIVB Official Suppliers* will be **Asics**, which will cover all the issues related to the athletes' technical materials and wearing, and DB Schenker, which will deal with logistics and supply chain management

## V. The World Championship 2018 and Media

The Volleyball Men's World Championship 2018 will be managed internationally by the American colossus **IMG**. The company, a global leader in sports, events and fashion, represents and manages some of the world's most important sport and fashion icons, staging hundreds of events and branded entertainment experiences. The firm has great experience in marketing and media, and will be invested with the great responsibility of the international media coverage of the event.

For what concerns the national level, **Rai 2** will be the chosen tv broadcaster for the event coverage. This choice has been undoubtedly driven by the great results obtained during the 2014 World Championship, which resulted in the end) according to the data obtained by the 2018 OC) in:

- 800 million spectators worldwide
- 200 million for the hosting country

On the basis of those data, forecasts for the 2018 event are highly optimistic, predicting more specifically:

- 1 billion spectators worldwide (20% increase)
- 300 million for every hosting country (50% increase)

The coverage of the event, apart from television, will be taken in charge by other platforms, as radio, social networks, press and sport magazines related particularly to this sporting discipline.

## **VI. Definition of scopes and expected benefits/drawbacks of the event**

As a proof of how the awesomeness quality of the event has been considered as one of the main key points for the occasion, a great sensibility toward the argument has emerged from my meeting with the OC staff in Rome. To keep a high level of entertainment during the pre-match phases, and within the game during the breaks, the main concern of the OC was the adoption of a procedure based on the USA sport events' model, with the utilisation of led, stage lights, music and a huge choreography investment, to grant an active involvement of the attending public. To provide a homogeneous outcome, the adoption of a unique team for all the game's locations has been proposed and approved by the organizers. The main objective of the FIVB, and more strictly of the FIPAV on the national level, is to push the growth of the volleyball movement, increasing notably the number of followers of the sport and, more important, the number of athletes' members of the Federation. The sport event is hardly evaluable preemptively, since its success highly relies on the performance of athletes and national representatives. The variables involved can vary a lot, from the enthusiasm raised by the event, to the competitiveness put in the game by the athletes, from the euphoria generated by a great win to a possible delusion. Also, in terms of investments, for example on the advertising front, returns will be strictly related to the teams' performances or to a specific athlete, and to the number and quality of participating athletes. This aspect is of fundamental importance, in order to raise a generalized appreciation of the sporting discipline and improve its image and visibility, allowing in this way media and sponsors to get positive returns from such an event.

## FINAL CONSIDERATIONS

As I said in the introductive section of the work, the aim of this thesis was the analysis of the elements who represent the factors of success for a sport event, applying some theoretical considerations to a real-life case study. Considering an *ex ante* evaluation of the aspects covered in this last chapter, in order to correctly evaluate the positive outcomes of such an event, it turned out to be fundamental to consider the stakeholders' needs, particularly the satisfaction of those who live in the chosen locations and who, even though hypothetically not interested directly in the event, may benefit from the whole organization. I'm mainly referring to some infrastructural improvements, as for example the rebuilding of the damaged road surface, the introduction of new services of public transportation, a particular care to the trash collection and the street lightning. With particular reference to my hometown Rome, the recent facts related to the final step of *Giro D'Italia*, have demonstrated how the lack of an adequate infrastructure can cause serious issues and compromise an important sport event like this. In fact, the invalidation of the cyclists' time relative to the Roman stage of the *Giro*, due to the awful conditions of the city streets, have highlighted once again the necessity for structural adjustments for the success of any kind of sport event and the satisfaction of all the stakeholders involved in it. Taking a cue from the work of Timur Absalyamov, *The Influence of cultural and sport mega-events on sustainable development of the city*, relative to the upcoming 2018 FIFA World cup, we can clearly see how mega-events of this type have represented a point of start for further qualitative improvements in several sectors of social life and of the whole economy. As the author stresses, these types of occurrences represent an opportunity for international cooperation, stimulating regional investment and promoting synergy between activities and different sectors of the economy. Paraphrasing his own words, the hosting country always faces a trade-off between a possible strengthening of its economic position, and the drawbacks derived from unnecessary costs of organization. From what I could see from my meetings with the OC staff, I'm confident that the right path has been followed in the preparation of this Volleyball World Championship. It became also clear how the right choice of partners and sponsors for the event represents a potential reason for the success or not of the event. A long-term experience in the sector and previous successful working experiences are two of the main characteristics for which organizers look in the decisional stage. It has been possible to highlight the growing interest demonstrated by investors in the sponsoring this kind of events, considering the growing pattern of economic returns generated by advertising and the enhanced visibility obtained. Finally, we have seen

how the valorisation of the territory has been put as a pillar for the whole organizational machine, according to a multi-focus perspective which considers the social, historical and cultural aspect. It would be interesting if these *ex-ante* considerations could be followed by an accurate *ex-post* measurement of the effective goals reached, monitoring the final satisfaction of all stakeholders involved and, most of all, the overall impact of the event on the territory. I believe that the steps and theoretical patterns I have proposed during the making of this work, could be a good point of start for a further analytical analysis of the data that will be gathered at the end of the event.

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