

# WORLD CLASS SPORTS HOSTS 2018



## MY IDEAL HOST

THE FEDERATION  
PERSPECTIVE  
p14

THE ATHLETE  
PERSPECTIVE  
p17

THE BROADCASTER  
PERSPECTIVE  
p24

THE RIGHTS-HOLDER  
PERSPECTIVE  
p27





# A YEAR NOTHING SHORT OF EXCEPTIONAL

*Edmonton is a city with a reputation for expertise and a passion to deliver the extraordinary.*



## HOSTING HISTORY

ITU WORLD TRIATHLON GRAND FINAL  
FISE WORLD SERIES  
RED BULL CRASHED ICE  
UCI VELOTHON SERIES  
FIFA WOMEN'S WORLD CUP  
IIHF WORLD JUNIOR CHAMPIONSHIPS  
FIFA U20 MEN'S WORLD CUP  
IAAF WORLD CHAMPIONSHIPS

It's safe to say that 2018 is shaping up to be a memorable and action-packed year in Edmonton, so it's certainly no surprise that Edmonton has been ranked again as Canada's top city in Sportcal's 2018 Global Sports Cities Index at Number 23.

From fearless athletes catapulting down icy 45-meter vertical drops on ice-skates at Red Bull Crashed Ice – to over 10,000 excited, young volleyball players competing for national glory at Canada's Volleyball Super Nationals – and everything in between. The year isn't over yet, and we still have so much more to look forward to. We're gearing up to gather 50,000 Canadian football fans from across the nation for Canada's largest annual event, the Grey Cup Festival, this November, before we cap off 2018 with over 50 events under our belt this year alone.

There's nothing quite like building anticipation and excitement, which is exactly what we're doing as we set our sights ahead to events, like FIVB beach volleyball in summer 2019, the ITU World Triathlon Grand Final in 2020, and the World Masters Athletics Indoor Championships in 2021. And, as **one of three Canadian cities shortlisted to host matches in the world's biggest single sporting event, the 2026 FIFA World Cup™**, we're keeping our fingers crossed to add yet another massive event to our upcoming roster.

## Opinion

Terence Burns on hosting and the Olympic movement



4

## Commonwealth Games

David Grevemberg interview



6

## My ideal host

The federation perspective



14

## My ideal host

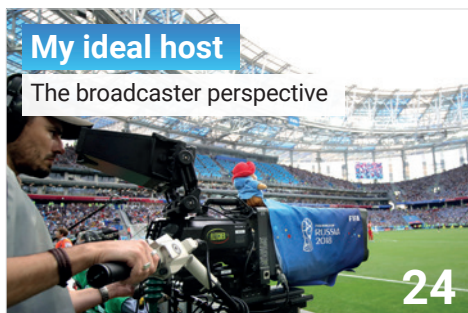
The athlete perspective



17

## My ideal host

The broadcaster perspective



24

## My ideal host

The rights-holder perspective



27

## Urban sports insurance



30

## FEI

Overcoming logistical challenges



36

## Bidding regions

Africa



46

## Lima 2019



49

# WORLD CLASS SPORTS HOSTS 2018

Published November 2018

### Editorial and research team:

Kevin Roberts  
Suzanne Swaysland  
Richard Welbirg

### Designer:

Alex Smith

**Production and Distribution Manager**  
Craig Young

### Head of Media Sales

Robin.Hume@sportbusiness.com  
+ 44 (0) 2072 654182

### © 2018 SportBusiness

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording or otherwise without the permission of the publisher.

The information contained in this publication is believed to be correct at the time of going to press. While care has been taken to ensure that the information is accurate, the publishers can accept no responsibility for any errors or omissions or for changes to the details given.

Readers are cautioned that forward-looking statements including forecasts are not guarantees of future performance or results and involve risks and uncertainties that cannot be predicted or quantified and, consequently, the actual performance of companies mentioned in this report and the industry as a whole may differ materially from those expressed or implied by such forward-looking statements.

### Typesetting:

Character Design, Hereford

### Published by:

SportBusiness, a division of SBG Companies Ltd  
New Penderel House  
283-288 High Holborn  
London WC1V 7HP  
T: +44 (0) 20 7265 4100  
F: +44 (0) 20 7265 4220

### Registered address:

Park House  
116 Park Street  
London W1K 6AF



# Changing right in front of our eyes

Terrence Burns, EVP for Global Sports at Engine Shop, has a unique perspective on the Olympic Games and the International Olympic Committee. He led Delta's sponsorship of the 1996 Atlanta Games before going in-house with the IOC's own marketing agency to sell the Games to the global brand community. Since then he has consulted for numerous brands and bid cities and was part of the LA team which won the right to host the 2028 Games. Here he talks about his hopes that a new-found pragmatism and realism at the IOC will lead to a reawakening of interest in hosting the Games.

Come gather 'round people, wherever you roam, and admit that the waters around you have grown, and accept it that soon you'll be drenched to the bone. If your time to you is worth savin', then you better start swimmin' or you'll sink like a stone for the times they are a-changin'.

When Bob Dylan wrote those immortal lines back in 1963, he prophesied a new world order, a fading past being eclipsed by the new. Without drawing too dramatic a parallel, the Olympic Movement has begun swimming, and quickly.

Olympic bidding has always been the canary in the coal mine for the IOC. A competitive field of candidates is indicative of the health of the Games. We've gone from races with three or more cities to the troubled 2022 campaign, where the field fell away finally to just two candidates. The 2026 campaign also got off to a rocky start, but we still have (as I write this) three interesting yet very different cities in the race.

It is clear now that the IOC understands the issues at hand and is taking steps to address the situation. The hard part seems to be explaining it to the rest of the world.

It's too easy to criticise the IOC unfairly; people are impatient for



*"The reality of today is that if you want a city to host your event you'd better not be asking for taxpayer funds. And that's why the 2026 race is so important. They have to get the right city to re-establish confidence in the Games model."*

change. I like to think the passion some have for criticising the IOC is an indicator of how strongly they admire the brand. But one must keep in mind that the IOC does not operate like a corporation, yet it is engaged with the commercial world for its very existence. It's a delicate dance. I think the IOC should be encouraged for the steps they are taking, even if still imperfect – nothing is perfect.

This year we saw another step in the right direction with the publication of The New Norm. These new guidelines combined with key recommendations from Olympic Agenda 2020 have created a new organisational paradigm in an attempt to reduce the cost, complexity, and risk of hosting an Olympic and Paralympic Games via a new emphasis on flexibility, partnership, efficiency and sustainability. I know the changes are real because we deal with them with our clients every day.

The Olympic Games bidding process

has been relatively unchanged for many years and, frankly, it seemed designed to encourage bidding cities to be extravagant. That said, in many cases it was the International Federations rather than the IOC itself that drove unsustainable spending with their demands for new and better facilities.

The mantra of "compact and convenient Games" also led to more building than was necessary, and cities had to go along with it because they knew they didn't have a chance of winning otherwise. Costs were already being driven to all-time highs and then along came Russia, which decided to more or less build a new city around the Sochi 2014 Winter Games.

Suddenly the new narrative for bidding cities was \$51bn as the norm, not the outlier. This perceived level of investment rightly frightened many cities away. Regrettably, Sochi's cost became a polarising figure, and I don't think the Olympic Movement really explained the reality very well. And, I felt it was often purposefully misrepresented by many with an axe to grind against the IOC.

Agenda 2020 and the New Norm represent the first real reforms and fresh thinking since the response to the Salt Lake scandal two decades or so ago. I applaud the IOC and they should be encouraged in their efforts to let the world know that hosting the Olympic Games is still a real opportunity for cities – if they go about it in the right way.

The question is, what is the right way? We are watching an experiment unfold, real time. And like most things, it won't be "right" the first time, or maybe the second. It is a race against time.

The new mantra for candidate cities in western democracies is little-to-zero new venues, little-to-zero tax payer funds, greater use of existing venues, sustainability plans that pass the red face test, and last but not least, the ability to survive a public referendum. That's why the 2026 race is so important – Sweden, Italy and Canada can either prove – or disprove – the





IOC president Thomas Bach announces that Paris and Los Angeles will host the 2024 and 2028 Games respectively (Buda Mendes/Getty Images)

reforms are working.

The Games are essentially a self-funding enterprise, (IOC contributions and OCOG marketing revenue pay the bill for the Games' budget) although issues such as security tend to be national or even international costs, which are amortised across an entire country and not just the host city.

The IOC looked in the mirror for answers and they've taken action. Gone are the days where extravagant plans and claims by bid cities were rewarded. Gone are the days of the demand for a blank cheque as well. In today's bidding world, prudent trumps excessive.

The result is that we will see new and different sorts of bids, and they might not be super "compact and convenient" for the Olympic Family or spectators to attend three events in a single day like they could in the past.

This is a change which has come

***"The IOC today is more open to genuine discussion than ever before. Perhaps the best example of this new pragmatism was the decision award of 2024 to Paris and 2028 to Los Angeles."***

about under IOC Sports Director and Deputy Olympic Games Executive Director Christophe Dubi and his team, who have done a great job.

I have been around the IOC for a long time and the organisation today is more open to genuine discussion than ever before. Perhaps the best example of this new pragmatism was the dual award decision of the 2024 Games to Paris and 2028 to Los Angeles. I was working with

the LA bid, and admit that I was among those who doubted the IOC would have the will or ability to take that step. But they did.

In the end the IOC took a real-world decision that embraced logic, pragmatism and economic reality. They had two great cities and the smart thing was to keep them both happy. I am not sure that is something that would have happened in the past. It was a move that provides sponsors and broadcasters great confidence to invest in their partnerships with the Olympic Games.

It was also a decision that really made me appreciate the genuinely fresh perspective at the IOC. The organisation is changing right in front of our eyes and we have to applaud president Thomas Bach's leadership for that. Bob Dylan would be proud of the effort. ○

# Commonwealth Games: Delivering change

Back on track after acclaimed consecutive editions in Glasgow and Gold Coast, SportBusiness asks Commonwealth Games Federation chief executive David Grevemberg to look to Birmingham 2022 and beyond.



Gold Coast played host to the 2018 Commonwealth Games (Cameron Spencer/Getty Images)

**T**he Commonwealth Games has had a somewhat tumultuous time over the past decade, from the chaos and corruption of Delhi 2010 to the uncompetitive bidding contests between just two candidate cities for each of the 2014 and 2018 editions.

Further difficulties then emerged when Durban was initially awarded the 2022 event, only for the Commonwealth Games Federation to grow weary of repeated broken pledges and strip the hosting rights from the South African city.

However, less than a year before the bidding process for the 2026 edition concludes with a vote at the CGF General Assembly, the Commonwealth Games would appear to be firmly back on track.

With the movement able to reflect positively on Glasgow 2014 and Gold Coast 2018, Birmingham has stepped

in to replace Durban. Indeed, such has been the interest in future editions of the Games, the CGF is considering the possibility of awarding hosting rights for the 2030 and 2034 editions at the same meeting in 2020.

“At this point in time it depends on what comes out of a fluid process, but the 2026 vote is set for September 2019 and then the vote for the 2030 edition will take place in 2020 – and that may or may not include the 2034 event as well,” CGF chief executive David Grevemberg tells SportBusiness.

“The value that comes in adopting that approach is that it provides a certainty in trajectory and an ability to nurture long-term multi-games opportunities so that there is a much broader movement-wide proposition.

“There are three types of markets – regenerative, sustained and emerging. A good, long stretch provides enormous opportunities for building smart

capacities. We’ve seen before with various events that a city can’t do too much, too quickly.

“We’ve had conversations with six countries [over bidding for the Games]. We’re in that initial dialogue stage, but that’s indicative of the level of interest generated by the successes of the Gold Coast and Glasgow Games.”

## Golden Games

Reflecting on a “Games of firsts”, Grevemberg is confident that the near-seamless experience in Gold Coast has raised the profile of the Games.

The Carrara Stadium, which hosted the athletics competitions during the event, was packed to its capacity of 35,000 for most of the sessions, illustrating the local appeal for the event, which featured 71 Commonwealth teams spread across 275 competitions in 19 sports.

“This was the first Games that was



under the new vision of the CGF,” Grevemberg says. “It was the first time we set a true athlete quota so that the size and complexity of the Games could be managed effectively. We were also able to push inclusivity and equality, with an equal number of medals for men and women, plus the largest number of para-sport events – 38 across eight sports.”

The feel-good factor surrounding Glasgow 2014 and Gold Coast 2018 has provided the perfect foundation for a federation that prides itself on leaving a lasting and positive footprint in host cities and countries.

Sixteen years on, the transformative long-term impact of the 2002 Games on Manchester’s infrastructure and communities is still regarded as a benchmark. However, there are signs that the previous two editions of the Games are also likely to experience a Commonwealth Games glow for years to come.

The 2014 Games gave Glasgow a taste of major sporting events that has shown no sign of fading.

The city hosted the FIG Artistic Gymnastics World Championships and the International Paralympic Committee Swimming World Championships in 2015, the BWF World Badminton Championships in 2017 and then the aquatics, cycling, golf, gymnastics, rowing and triathlon competitions of the 2018 European Championships.

Next year, the European Athletics Indoor Championships and the European Short Course Swimming Championships are on the schedule, while in 2020 the Scottish city will host the Men’s World Curling Championship and four matches during the Uefa Euro 2020 football tournament.

Gold Coast, meanwhile, also has lofty ambitions, having lined up the 2019 edition of SportAccord, which will welcome sport’s top decision-makers from around the world for a week of meetings and networking. The city is also exploring a bid for a future edition of the IAAF World Championships.

However, Grevemberg insists that sport is just one of the legacies that the CGF is attempting to drive.

Before he became the federation’s

## *“We have a duty of care to contribute towards building peaceful, sustainable and prosperous communities worldwide.”*

**David Grevemberg** | chief executive, Commonwealth Games Federation

chief executive in November 2014, Grevemberg spearheaded a deal with Unicef as chief executive of Glasgow 2014 that enabled the children’s charity to raise £6.5m, benefiting 11.7 million across 53 countries in the Commonwealth.

A year ago, the CGF adopted its first-ever human rights policy before a Reconciliation Action Plan, co-created and supported by an indigenous working group and the local Yugambah Elders Advisory Group, was established for the Gold Coast Games.

### **Duty of care**

Grevemberg says that the CGF – which was outspoken in its support of the campaign to allow same-sex marriage in Australia ahead of the law changing nearly a year ago – has been a “very prominent contributor to conversations” about legislative discrimination of LGBTQ+ communities across certain Commonwealth states.

“Huge strides are being made,” he adds. “We are very careful not to politicise sport, but humanise it. We have very clear rules when it comes to discrimination and human rights and it is part of our due diligence process when we are selecting hosts.

“For example, when we hosted the Commonwealth Youth Games in Samoa in 2015 and the Bahamas in 2017, we ensured that our safeguarding standards were adopted. In Samoa, new legislation was introduced, while the Bahamas went from a standing start to having 76 safeguarding personnel trained and mobilised to support the Youth Games and other future events.”

Aside from these causes, the CGF is well aware that the Commonwealth Games has a reputation to uphold as a supporter and partner of the host city in an industry in which ‘white

elephants’ have been all too common across major sports events, with public budgets blown on vanity projects that do not stand the test of time.

“We have a duty of care to contribute towards building peaceful, sustainable and prosperous communities worldwide,” he says. “We work alongside host cities to help them to achieve their goals. As an example, Gold Coast has been trying to amplify its status as cultural hub and the city has an ambition to double the number of foreign students at its universities.”

In this spirit, Griffith University, which signed up as an official partner of the Games, formed the Commonwealth Sport University Network in conjunction with the CGF and the Universities of Ottawa and Toronto in Canada, the University of Johannesburg in South Africa and Strathclyde University in Scotland.

Griffith University, Gold Coast University Hospital and the City of Gold Coast also teamed up to transform the GC2018 Village into a residential and business hub in the centre of the Gold Coast Health and Knowledge Precinct. The Village served as the home to 4,426 athletes during the Games – down from 4,947 four years earlier in Glasgow. This deliberate move by the CGF helped the local organisers to avoid any last-minute surprises and strains on resources.

“Capping the number of athletes at the Games ensured the Village could be modelled attractively, with lots of green space and buildings that were mostly up to three storeys high, all in a central area for transport. It was applauded as one of the best Villages the athletes had experienced,” Grevemberg says.

“We wanted to avoid the scenario with Glasgow, when just a month-and-a-half before the event, an additional 750 athletes signed up to participate.

“The city has been working towards establishing long-term sustainable developments and the Games helped to bring forward certain projects. For example, three large film studios were built ahead of the Games, with these used for some indoor sports, but with a long-term vision in place.

“All of this contributes towards reducing the overall cost of staging the event. As we look at prospective hosts,

*“We remain a movement committed to bringing an event to the African continent, but it has to be for the right reasons at the right time.”*

**David Grevemberg** | chief executive, Commonwealth Games Federation

we always look at ways of achieving greater affordability with a plug-in approach. If new builds happen, they need to be for the right reasons.

“The Games should be as affordable as possible. The trajectory with some events has been to make everything bigger, but we have to stop that and be leaner and meaner.”

### Defining roles

Grevemberg acknowledges that defining responsibilities between the different stakeholders is an important step in the process.

“We have a responsibility to use these investments by host cities as a stimulus package for sustainable development,” he says. “That doesn’t happen by accident. With some of the challenges that faced hosts of the Games in the past, they either committed to too much, too quickly, or they were not sure what they were committing themselves to.

“However, ensuring there are cross-governmental structures in place to support the project is vital so the balance of priorities and power can be optimised.”

Grevemberg says that close dialogue with bidders from the early stages of the process is crucial.

“You have to get in early and start working as a partner in the bidding process, looking at long-term feasibility and integrating plans into the candidature file so that the risks can be understood and managed more effectively in the local context,” he says.

“By the nature of our organisation, we are servicing citizens and communities, so we want to make sure there are no white elephants. We establish a core sports programme and an optional sports programme and look at creative ways in which transport can be delivered. It really comes down to getting in on the



Commonwealth Games Federation chief executive David Grevemberg (Mark Kolbe/Getty Images)

ground early and working with the host city as a genuine partner.”

### Political support

The CGF pulled the plug on Durban’s Commonwealth Games after the South African city failed to fulfil a series of obligations and commitments, including payment instalments on a £10.5m (€11.9m/\$13.6m) hosting fee.

“We remain a movement committed to bringing an event to the African continent, but it has to be for the right reasons at the right time,” Grevemberg adds. “We postponed Africa as we were not going to maintain the Games at any cost, but taking that decision after a year-and-a-half of trying to support the process was difficult.”

Stung by the experience, even though Birmingham was the only city to confirm its candidacy to replace Durban by the initial deadline set by the CGF, the federation still raised 170 detailed queries with the UK’s second biggest city before eventually confirming the hosting rights.

“We want to use Birmingham as a catalyst,” Grevemberg says. “We’ve been much more prescriptive in terms of the governance model, as we want it to be very similar to Glasgow and the Gold Coast with the right decision-making authority in place.

“Sharing knowledge of what works and best practice is essential, otherwise it’s like giving your car to someone

who’s never driven before and expecting them to bring it back in a better condition. If you’re a responsible owner, you get in the car with them to help them.”

Birmingham has reportedly agreed to pay a hosting fee of £25m. It is anticipated that a further £180m will need to be raised locally, even though the UK government will cover 75 per cent of the total cost of staging the Games.

However, such an outlay also brings significant financial returns.

A Griffith Institute for Tourism and Griffith Business School report, which modelled the economic impacts of the Gold Coast Games, projected a A\$2bn (€1.2bn/\$1.4bn) increase in Queensland’s gross state product as a result of the event, with the local economy expected to continue to benefit through to 2028.

Return on investment, though, is about more than just the bottom-line figures that can be directly attributable to the event. As the likes of Birmingham’s fellow UK cities Manchester and Glasgow can attest, a successful Games can leave a cultural legacy, as well as sports venues and infrastructure in place to improve the lives of citizens.

“We want cities which can deliver the Games on a technical basis, but also offer a compelling vision for the impact of the event,” Grevemberg concludes. ○





# Lead the way with an event in Auckland



JESUS RENEDO / VOLVO OCEAN RACE - AUCKLAND STOPOVER

Welcome to the city of show-stopping events. From picturesque harbours to state-of-the-art stadiums, lush golf courses and food and wine to please every palate, you'll find world-class venues surrounded by scenery that'll stun crowds.

**Talk to us about how we can put your next event on the world stage.**

## **AUCKLAND MAJOR EVENTS**

**E:** [majorevents@aucklandnz.com](mailto:majorevents@aucklandnz.com)

---

[aucklandnz.com/major-events](http://aucklandnz.com/major-events)



# Melbourne. Unrivalled.



(Visit Victoria)

**S**port is Melbourne's passion. For rights-holders, a partnership here means accessing the world's best venues, access to a dedicated marketing and communications team that assist in promoting your event, an experienced and integrated events network, a proven track record of delivering successful events and genuine enthusiasm for sport unlike anywhere else.

*To see a whole city come alive, as Melbourne does for a major event, makes you appreciate why this is one of the world's great sporting destinations.*

**- Peter Bingeman,  
Chief Executive Officer  
Visit Victoria**

## A ready-made market for sport

As Australia's undisputed sporting heart, Melbourne has proven itself as an outstanding host of quality international sporting events over



Peter Bingeman, chief executive, Visit Victoria

many decades. Major events are well organised, well-resourced and well marketed. The dedicated marketing and communications team at Visit Victoria can assist in amplifying your event with unrivalled professionalism and expertise.

Melbourne's approach to collaboratively promoting your event sets us apart.

The locals love sport, too. 'Melburnians' are renowned for their passionate support of events and few places in the world can equal Melbourne's appetite for sport. Due to the depth and breadth of events on offer, Melburnians expect – and get – the best competition, venues and entertainment.

International events in Melbourne have resulted in spectacular attendance records, drawing crowds from around Australia and overseas as well as enthusiastic locals.

Event owners find Melbourne commercially appealing, safe and secure because of its growing stream of diverse sports savvy visitors with high disposable incomes, providing ease of entry into the Asia Pacific market.



## Sports precinct in the heart of the city

Melbourne offers event owners a stunning backdrop for major events, whether it's in the heart of the city or in Victoria's diverse regions.

The city's unique characteristic is a suite of award-winning multi-purpose venues, facilities and unrivalled infrastructure within walking distance of the city centre. It is unlike any other destination when it comes to ease of accessibility for those embracing your event.

There are six international standard sporting venues in the heart of Melbourne: the Melbourne Cricket Ground (capacity 100,000); Marvel Stadium, with retractable roof (55,000); and the Melbourne and Olympic Park, containing: AAMI Park (30,050); Rod Laver Arena (15,000); Hisense Arena (10,500; 4,500 when set as velodrome); and the Margaret Court Arena (7,500).

These stunning facilities are complemented by other world-class venues on Melbourne's fringe, including: Flemington Racecourse (capacity 120,000); Simonds Stadium (Geelong)



(36,000); Lakeside Athletics Stadium (11,000); State Netball & Hockey Centre (3,000 - 8,000); Melbourne Convention Centre, Plenary Hall (5,000); Melbourne Sports & Aquatic Centre (3,000); State Basketball Centre (3,200); and the

National Ice Sports Centre (1,500).

Melbourne is also home to one of the world's greatest golfing regions – the Melbourne Sandbelt, a cluster of eight of the best golf courses in Australia just 20 minutes from the city.

## SPORT LIVES HERE



- Six international-standard sporting venues on the fringe of the city.
- Melbourne is the only city to host an annual Formula 1 Grand Prix and tennis Grand Slam.
- No other city in the world has staged an Olympic Games, a UCI Road World Championships, a FINA World Championships and two ICC Cricket World Cup Finals.
- 728,763: Record crowd attendance - Australian Open Grand Slam, 2017
- 99,382: Largest football crowd at the Melbourne Cricket Ground – Real Madrid v Manchester City 2015
- 93,013: World Record for the largest official crowd at a cricket match at the ICC Cricket World Cup Final 2015.
- 11 million visitors (domestic and international) annually.
- Over ten million event attendees annually
- 4.08 million population in Melbourne. 5.55 million in Victoria.
- Blend of peoples and cultures from 200 countries.

# The opportunity in Melbourne

**V**ictoria is focused on acquiring the best of the best, to ensure that we maintain and develop our position as a major events city. We are committed to positioning ourselves alongside London, New York and Paris.

*The Victorian Major Events Company was a world-leading agency, there is no question about that, and Visit Victoria's mandate expands on their work. We are both a major events company and a great tourism marketing organisation.*

*Our strategy now sees us not only secure and manage a world-class major events calendar, but also to use those acquisitions to tell the story of Melbourne globally, highlighting the depth and breadth of the experiences available to those that visit our great city and the state of Victoria.*

**- Damien de Bohun,  
General Manager, Major Events  
Visit Victoria**

Visit Victoria is charged with delivering the best-of-the-best events in Melbourne.

Visit Victoria was established to grow Victoria's visitor economy through tourism marketing and major event acquisition. The organisation is an amalgamation of the Victorian Major Events Company, Tourism Victoria and the Melbourne Convention Bureau.

We are uniquely positioned to bring together the best people, venues and partners with a proven foundation for event planning and execution to deliver the very best of Melbourne

Our approach sets us apart because we are committed to working with you to comprehensively market your event to Melbourne, the people that call the city home, as well as those that visit from interstate and overseas.

Visit Victoria offers:

- A holistic and agile partnership

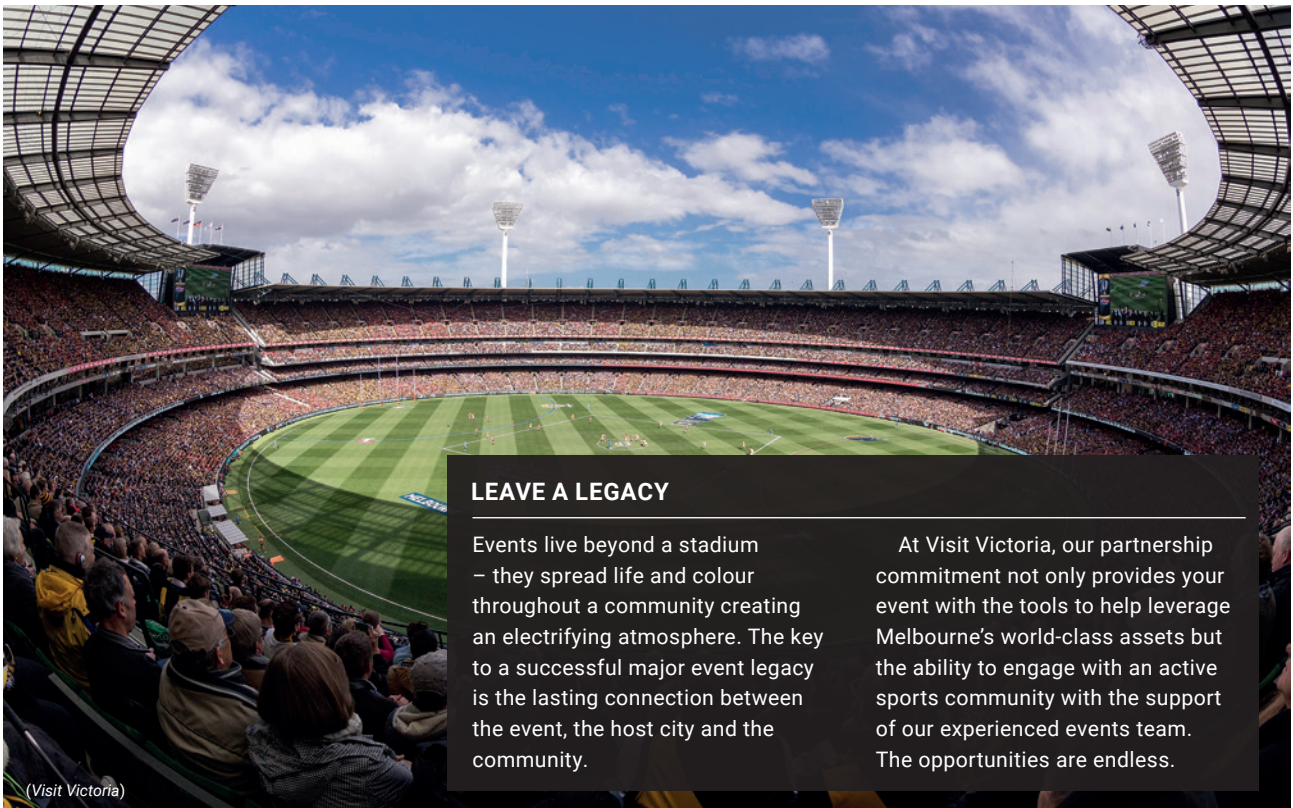
approach with the ability to tailor-make solutions for every event

- An assigned Event Marketing and Relationships Manager, providing you with continued access to experienced event professionals with extensive stakeholder networks and a committed Government
- A well-resourced and knowledgeable marketing team that will explore the very best collaborative opportunities to drive higher reach and event attendance
- Dedicated public relations support, committed to amplifying your communications efforts in Melbourne
- Unrivalled access to the digital assets and marketing channels of Visit Victoria in Australia, and across the globe, driving event awareness and attendance. [O](#)



(Visit Victoria)





### LEAVE A LEGACY

Events live beyond a stadium – they spread life and colour throughout a community creating an electrifying atmosphere. The key to a successful major event legacy is the lasting connection between the event, the host city and the community.

At Visit Victoria, our partnership commitment not only provides your event with the tools to help leverage Melbourne's world-class assets but the ability to engage with an active sports community with the support of our experienced events team. The opportunities are endless.

### MELBOURNE'S ENVIABLE MAJOR EVENTS

Melbourne's calendar is unrivalled, with 2019 highlighting a best-of-the-best outcome for Australia's sporting and cultural capital.

#### January

Australian Open Tennis Championships  
Cadel Evans Great Ocean Road Race  
Festival of Sails

#### February

Harry Potter and the Cursed Child (theatre)  
Jayco Herald Sun Tour (cycling)  
Six-Day Cycling  
FIM World Superbikes Championship  
World Cup Gymnastics

#### March

Avalon Air Show (aviation)  
Formula 1® Australian Grand Prix

Virgin Australia Melbourne Fashion Festival  
Melbourne Food & Wine Festival  
Melbourne International Comedy Festival

#### April

Rip Curl Pro (surfing)

#### June

Melbourne Winter Masterpieces (art exhibition)

#### July

Come From Away (theatre)

#### August

Melbourne International Film Festival  
Melbourne Writer's Festival  
Australian Boomers v USA Dream Team (basketball)  
White Night Melbourne

#### September

AFL Finals Series  
(Australian rules football)  
AFL Grand Final (Australian rules football)  
Melbourne Fringe Festival  
Melbourne Fashion Week

#### October

Melbourne International Arts Festival  
Australian Motorcycle Grand Prix  
Caulfield Cup Carnival (horse racing)  
Cox Plate Carnival (horse racing)

#### November

Melbourne Cup Carnival (horse racing)  
Melbourne Music Week

#### December

Presidents Cup (golf)  
Boxing Day Test (cricket)

**FIND OUT MORE?** Damien de Bohun, General Manager - Major Events, Visit Victoria  
T: +61 (3) 9002 2288 E: [majorevents@visitvictoria.com.au](mailto:majorevents@visitvictoria.com.au) W: [corporate.visitvictoria.com.au](http://corporate.visitvictoria.com.au)







# Rational calculation and strategic planning mark ideal hosts for the UCI

The International Cycling Union (UCI) has established one of the industry's most innovative competition calendars, with its portfolio of events including the UCI Road World Championships, which took place most recently in September in Innsbruck, Austria. UCI business development manager Jérôme Lacroix explains how the body has honed its host city selection process.

## What are the UCI's priorities in terms of choosing a host city for an event?

The crucial condition for the UCI is that the event allows the city or region to achieve its strategic objectives. The initial stage is always a discussion with the candidate to gain an insight into their motivations and strategy. If we are convinced that one of our events can allow this strategy to be implemented, then we continue the discussions.

We also take into account a host city's contribution to the development of the discipline. We assess whether there is a prestigious competition venue, an opportunity to open up a new market for the discipline or a reinforcement of tradition by a return to the sport's stronghold.

We also consider the event's legacy: the UCI requires the envisaged legacy to be outlined in the candidature file.

From an operational point of view, technical site visits and meetings with various local stakeholders must give us the guarantee of the candidate's technical skills for the hosting of a UCI World Championships or UCI World Cup event. The UCI makes sure that the event quality meets the high standards that the athletes and fans deserve.

Finally, the organiser's budget is carefully analysed by the UCI to make sure that the project has adequate funding and is based on realistic assumptions. The financial guarantees provided by the organiser are essential.



*“The legacy of an event is an increasingly important factor in the deliberations by cities and our international federation.”*

**Jérôme Lacroix** | business development manager, UCI

## How have these considerations changed over the years as the event hosting model has evolved?

Increasingly, cities and regions have clear, long-term visions of their strategies. Until a few years ago, the most important factors in selecting events were personal preferences and perceived opportunities. The choices are now based on rational calculations and strategic planning. The potential return on investment is carefully examined.

The legacy of an event is an increasingly important factor in the deliberations by cities and our international federation. A major sporting event should leave a host city with tangible post-event benefits.

## What are the impacts that have been experienced by host cities of UCI events?

Firstly, the economic impact on the

region. According to Ernst & Young, Bergen's hosting of the UCI Road World Championships in 2017 contributed more than €25m (\$29m) to the region's economic growth. The teams, the media, partners and fans all spent money on hotels, restaurants, transport and so on.

Secondly, there is the tourism. The image of a city is enhanced by the media exposure that a sporting event brings. Crowds of fans also descend on the city. This is beneficial to the city's brand image. To use Bergen as an example, 91 per cent of foreign fans said they would recommend the city to their friends and family.

Thirdly, there are social links. A major sporting event is an opportunity to forge social links within the local population through volunteering and increase participation in the various events associated with the competition. Innsbruck had more than 3,000 volunteers for the championships. The local community can cement the lasting legacy of the event.

Finally, there is the legacy. A UCI event can transform a city and cycling is more than just a sport, it is also a response to public health problems and environmental issues. Many cities use the hosting of a UCI event to invest in the development of cycling: programmes for schools, cycle lanes and so on.



(Power Sport Images/Getty Images)

**What are the risks that should be considered by a host city when mitigating the risk factors inherent in hosting a major event?**

It is essential not to overestimate the revenue from sponsorship. The market is very competitive. Identifying and retaining partners frequently takes a lot of time and effort. In the past, sponsorship was often used to cover the gap between expenses and revenue, but this was risky for organisers. We always encourage organisers to make conservative estimates in this respect.

The second issue to be considered from the very start of planning the event is security. The current environment means that many more security measures are required than was the case 10 years ago. The event's budget can be put at risk if these costs are not taken into account. The bodies responsible for security must be involved from the initial planning of the project to allow any changes or improvements to be incorporated into the event concept, in this way optimising costs.

**What have been the main lessons that have been learned from the staging of your events over the past two years and how can they be applied to future editions?**

*“It’s essential not to overestimate the revenue from sponsorship. The market is very competitive. Identifying and retaining partners frequently takes a lot of time and effort.”*

**Jérôme Lacroix** | business development manager, UCI

Highly successful events are always constructed on the same foundations: a strong link between the technical organisation team and the authorities, such as the local administration, police, customs and so on; a set of clear objectives; and planning carried out well in advance. This makes it possible to present a candidature file that is supported by all and which swings into action once the event has been awarded.

In recognition of this, the UCI includes key steps in its contracts to guide future organisers as much as possible in their planning and project development.

**What can international federations and host cities do to portray the positive impact of staging an event?**

The UCI pursues complete transparency

towards the general public and host cities. Ernst & Young is mandated to attend many UCI events in order to provide an independent and objective assessment of the economic impact. This allows the authorities and local population to have an impartial view of the effects of an event.

**What can cities do to make themselves more appealing as a host city to an international federation?**

A key element is the capacity to offer a federation a long-term partnership. Our organisers can commit to two or three rounds of a World Cup followed by a World Championships. This helps in retaining partners and gaining experience – reassuring elements for an international federation.

**What are the main failings you see more generally in the major event-hosting marketplace?**

The organiser must define the project's objectives from the candidature phase. The objectives must be shared by the authorities, the national federation and all the key stakeholders – thereby avoiding poor communication or a lack of alignment between the organising committee and its stakeholders. [O](#)



# Athletes must be a key part of the events process, from bidding to evaluation



Germany's Marc Zwiebler is the vice-chair of the Badminton World Federation athletes committee (Robertus Pudyanto/Getty Images)

**Marc Zwiebler is a seven-time German national badminton champion, former European champion, and two-time Olympian. The 34-year-old, a consultant at Kreait GmbH and a co-founder of badminton tech app Stringster, is now the vice-chair of the Badminton World Federation (BWF) athletes committee. Here he offers his insights into what makes an ideal host city for athletes.**

**As an athlete, what for you makes a good host city, and what are the priorities?**

Of course, it's always nice when the host city is able to motivate and encourage the local community to support the event and to create excitement amongst the fans. For athletes, it's always a very special experience to play in front of a

packed crowd who are excited to watch you play.

However, on a more practical note, it's really important for host cities to appreciate that athletes are there to do their job: play their sport and – hopefully – win.

In order for us to do that to the best of our abilities, and put on a great show for the city, athletes require that basic elements such as transport, accommodation and venues should be delivered to a good standard.

Good transport links means having a big, international airport nearby, which reduces the time an athlete has to travel to an event so they can recover quickly and be ready to perform.

Official hotels should be of a good standard which provide a gym and have 'athlete friendly' restaurants nearby, available at different price points and

close to the venue. Good sleep, food and limited additional travel are also important elements to allow an athlete to perform well.

Each sport also has athletes with a range of different budgets so it's important that the facilities don't create a disadvantage for participants with lower incomes – matches should be decided by talent, technique, tactics, fitness and passion alone!

Venues should have an athletes-only area where athletes are able to relax comfortably away from fans, organisers and officials and also refuel: particularly when the hotels are far from the venue.

These areas are incredibly important to allow athletes to recover and refocus between matches but their importance is often overlooked by host cities and organisers.

*“I think it’s important that athletes’ opinions are taken into account at numerous stages of the bidding, award, execution and evaluation process.”*

**Marc Zwiebler** | vice-chair,  
BWF athletes committee

### **What are the most common problem areas for athletes when it comes to visiting an event host city?**

Apart from traveling to smaller airports, some large venues are often located outside the city. This means there isn’t much around to do and it can get hard to find a supermarket or a restaurant nearby. Sometimes the distances between the airport, hotel and venue are huge and take a lot of time out of an athlete’s preparatory regime and can have a negative impact on performance.

### **Are there examples of a good host city experience you have encountered recently and if so why?**

I always enjoyed playing in Jakarta at the Indonesian Open. The organisers are very close to the athletes and try to improve the event every year. They always ensure that athletes have a specific area within the venue where they can relax – and they always provide great food! From a non-player perspective, the organisers also always do great things to enhance the fan experience and put on a good show.

They understand that in the times of digital transformation they have to include the athletes in their business strategy and as a selling point to their commercial partners – in other words, to encourage players to post social media content from the event.

The sport itself hasn’t changed much over recent years apart from a few changes to regulations. What has changed is the way sport is consumed and broadcast, which has not only disrupted old commercial strategies, but also opened up the door to a whole world of new opportunities.

### **Alternatively, can you think of any examples of a bad experience for you as an athlete when at an event?**

I can’t think of any specific examples now that I’m enjoying my retirement. However, as a general comment, I think that host cities and organisers sometimes overlook the athlete experience in place of catering for host partners or sponsor experience. I’m aware that they are the ones financing big parts of the event, but it should be balanced out. As I’ve said above, what athletes require is simple but needs to be done well.

### **What can IFs or sporting bodies do to make the host city experience better for athletes?**

I think it’s important that athletes’ opinions are taken into account at numerous stages of the bidding, award, execution and evaluation process. The athletes are the ones participating in the event and, even though it is only one viewpoint, I think lots of athletes have good ideas on how to make the event better for everybody – fans and sponsors alike.

I would recommend that host contracts include stakeholder-specific requirements for the organisers – for example, a section on athlete-specific requirements and another on fans’ requirements. My sense is that previously many host contracts focused on the technical delivery of the events rather than event experience.

### **What can local organisers and host cities do to enhance the experience for athletes?**

I think asking athletes for direct feedback on what to improve is always a good first step. In my opinion, it’s also a good idea for host cities and/or international federations to engage with a third party to give them independent inspiration on how they can improve the event, from

an operational, governance or sport presentation perspective.

Often in the sports world we forget that there are other industries that we can take inspiration from to improve our events – for example, the entertainment industry for fan engagement. That’s something I’m working on regularly with my new employer to help sports organisations, international federations, commercial and media partners. We want to help them understand the scope of opportunities that are available to them for fan engagement through digital products.

### **To what extent do athletes need to have a greater voice in how the events they compete in are assigned and organised?**

I think athletes are one of the key stakeholders and should have a great voice in how the events are being organised. Mainly this should be a task for the athletes’ representatives, who should have the time and resources to work on a professional level. However,



Anthony Sinisuka  
Ginting of  
Indonesia (Shi  
Tang/Getty Images)





Zwiebler rates the BWF Indonesia Open as one of the most athlete-friendly events (Robertus Pudyanto/Getty Images)

I'm also aware that many athletes do not engage with their governing body in a constructive manner and prefer to complain about the situation rather than be a part of the solution. For athletes, my advice would be to get involved and to be informed on how the world of sports politics works. It's part of their responsibility as professionals to know what kind of system they are working in and what the decision-making processes are.

**Are there any other aspects that are particularly important for event hosts to note?**

I think it's important for the organisers that athletes feel welcomed at the tournament. Then, and only then, are they more likely to play well and want to return the next year. Such an experience will also encourage

***"I think it's important for the organisers that athletes feel welcomed at the tournament. Then, and only then, are they more likely to play well and want to return the next year."***

**Marc Zwiebler** | vice-chair,  
BWF athletes committee

authentic comments and opinions on social and traditional media. Host cities and organisers should remember that many athletes are now micro-influencers within their own communities.

My overarching advice to host cities and organisers would be to include athletes and their opinions at various stages of the event process. In that way,

the event can be constructed with those comments in mind and organisers are much more likely to deliver an event that the athletes are happy to play at time and time again. Another reason to include the athletes is that they usually represent or are a mirror image of the commercial target group.

I am aware there may be hosts who worry about the costs associated with improving the athlete experience at events. But as I've said before, athletes only require things to be, firstly, well thought of, and secondly, executed well.

In my experience athletes are reasonable and understand limitations due to money and manpower. Sometimes it's the little and rather cheap things that have a big impact and stay in their memory, but you have to be creative, innovative and always be open for improvement. ○

# Glasgow – a new legacy

Glasgow retained its place as one of the top five SportBusiness Ultimate Sports Cities earlier this year before successfully co-hosting the 2018 European Championships. What is the next step for a city that has put sport at the heart of societal change?



(Glasgow Life)

In the sports event-hosting world, few would dispute that Glasgow has punched above its weight in recent years.

The acclaimed 2014 Commonwealth Games was just the beginning for a city that has based its entire sports events strategy around attracting championships that tally with a carefully-incubated club structure that has been designed to enhance societal as well as sporting potential.

In 2015, Glasgow held the IPC Swimming World Championships, as well as the Artistic Gymnastics World Championships, which were hailed

by then-FIG president Professor Bruno Grandi as “even better than the Olympic Games”. The events generated an economic impact of £4.9m (€5.5m/\$6.2m) for Glasgow. Other renowned international sporting events followed, including the BWF World Championships of badminton in 2017.

Then this summer Glasgow co-hosted the 2018 European Championships with Berlin, with Glasgow hosting the cycling, aquatics, golf, gymnastics, triathlon and rowing events. Berlin staged the European Athletics Championships in what was a new concept for some of sport’s top

European federations.

The action stretched from well-established Glasgow sporting arenas like the SSE Hydro and the Emirates Arena to other areas of Scotland such as Loch Lomond and Edinburgh.

“With the European Championships, it was more successful than we anticipated, and some of the broadcast figures were eye-watering,” says Glasgow City Council-affiliated charity Glasgow Life’s director of sport and events, Billy Garrett.

“We set up a legacy framework involving a range of stakeholders before the event, with workshops





(Glasgow Life)

arranged across the city with various community, health, sports and social groups so we could ask them what they wanted to see as a result of the event.

“Out of that we identified key objectives that provided the basis for a comprehensive action plan spanning health, education, sport and community that is implemented and monitored by a steering group within a legacy framework.

“One of the projects included a mini European Championships that involved schools across the city and we also had a ‘Get Ready Glasgow’ scheme in place to help clubs prepare for the post-

event surge of members following the Games.”

### Elite standing

Earlier this year, Glasgow maintained its place as one of the world’s top five SportBusiness Ultimate Sports Cities, following its lofty placing in the 2015 table. Glasgow, with about 600,000 inhabitants, scooped the Best Small City award – for cities with a population of less than 1.3 million – whilst joining New York, Melbourne, Auckland and London, which finished top of the rankings.

However, there is no sign of Glasgow

*“As a result of the quality of the presentation and the facilities, we’re in discussions with a number of federations about bringing major events to the city.”*

**Billy Garrett** | Director of Sport and Events, Glasgow Life

taking its foot off the pedal, and future major events are already confirmed on the calendar.

The 2019 European Athletics Indoor Championships will precede the Uefa European Championship 2020 football tournament, which will feature three group-stage matches and one knockout phase game at Hampden Park.

Such a track record has enabled Glasgow to forge close links with international federations and rights-holders across a variety of sports.

“Through the Commonwealth Games and the European Championships, we have developed some very interesting relationships with federations,” Garrett says. “As a result of the quality of the presentation and the facilities, we’re in discussions with a number of federations about bringing major events to the city.”

### New opportunities

Intriguingly, some of these talks are focusing on opportunities to work with federations and organisations on new events.

According to Garrett, although such possibilities are in the minority in the city’s events roadmap through to 2030, they would be game-changing in the industry.

“The European Championships was a new event and it was a rewarding experience to be involved in the process to establish it,” Garrett says. “We’re alive to any opportunities around new events and getting involved with other partners to create new products.

“We are looking at really interesting

events from 2023 through to 2030 and some of these do not exist on the calendar yet. For a city like Glasgow to be on the ground floor and involved in co-designing and co-producing something new and exciting would be extremely rewarding.”

Glasgow’s innovative approach has been adopted partly due to the evolving nature of the major events industry.

“The event sector is changing,” Garrett adds. “Some international federations are beginning to talk about moving away from traditional bid processes and, instead, having more of

a dialogue with a strategic approach so they can work in partnership with host cities.

“When we talk about legacy, for federations that should be about developing their sport in certain territories. From Glasgow’s perspective, we’ll continue to bid for events where we need to, but we’re really interested in establishing a dialogue with event-owners, rights-owners and federations.”

### Partnerships

Collaboration is central to the city’s approach. Glasgow Life works closely with the Scottish Government, local authorities and agencies such as EventScotland. The organisation is also a regular attendee at influential industry gatherings such as SportAccord.

“Partnerships are really key as we have the administrative and governmental structure to support events,” Garrett says. “I would always advise other cities to bring everyone together into a single, simple structure, so it isn’t overly bureaucratic and there is a format in place that supports the overall strategy.

“We can’t deliver events on our own. We work hand-in-hand with the Scottish Government and other organisations and authorities. If Glasgow is successful, Scotland is successful, so we always talk as one. That is why, for example, it didn’t bother us at all that places outside Glasgow hosted some of the events during the European Championships.”

At its heart, Glasgow’s event-hosting strategy focuses on “events that feed back into the city”, according to Garrett.

“If anything has changed over the years it’s the realisation of that fact, so Glasgow’s event strategy has evolved rather than changed,” he says. “Our events are being delivered to the people of Glasgow, so they are not just a show that comes into town and then leaves.

“The city has been on a journey over the past 30 years, bringing in significant investment in infrastructure, culture and sport. Glasgow was a struggling city



that faced fundamental challenges in the 1970s and 1980s, but it has transformed its perception of itself, led by cultural and sporting changes. For example, outside London, we have more live music performances than anywhere else.

“Our principles haven’t changed and our events strategy ensures we are delivering benefits. We have to think long and hard about where events sit in our portfolio and how they are packaged and contextualised.”

### Event packaging

Packaging the events involves putting



(Kenny  
Hunter)





(Glasgow Life)

in place a string of supporting initiatives, which may include youth competitions and grassroots programmes.

“The World Men’s Curling Championships will take place in 2020, but that event isn’t just landing in Glasgow out of nowhere,” Garrett adds. “We have hosted different age group championships and have ensured that curling club memberships have been building up over a period of time.

“Also, before the 2015 FIG Artistic Gymnastics World Championships, Glasgow hosted regular gymnastics grands prix for years to ensure there was a really

*“The city has been on a journey over the past 30 years, bringing in significant investment in infrastructure, culture and sport.”*

**Billy Garrett** | Director of Sport and Events, Glasgow Life

powerful club structure in the city.

“As a city we remain ambitious and we want to deliver benefits for the people of Glasgow, whether they are economic or cultural and whether they raise the profile of the city or encourage physical activity.

“The sports we choose resonate with the people and the city.”

Above all, Glasgow is determined to maintain the momentum as it looks forward to a fresh era of events.

“You could argue that the European Championships was a legacy event following the Commonwealth Games in the same way that the 2019 European Short Course Swimming Championships will be a legacy of this year’s Championships,” Garrett says. “In some ways we are at the culmination of a 25-year strategy, but it is by no means the end point and we are not stopping now.”

# Supporting media operations – linear and digital – pays dividends for hosts

As vice-president, production and operations at ESPN International and ESPN Deportes, Rodolfo Martinez has spearheaded the sports broadcaster's on-site coverage of multiple major events, including five editions of the Olympic Games and five FIFA World Cups. Here he offers a glimpse of the challenges that have to be overcome when working in different host cities.

## From your perspective, what makes for a great host city experience for a broadcaster or media company?

Acceptance is the key word. When a city really embraces the event and when they acknowledge that the fact we are going to be there should help to promote them to a wider audience, they are then able to work to provide us with things that help us to do the job.

## How has the relationship between host city and broadcast partner evolved in recent years?

It's changed a lot. I think back to when I went to Beijing for the 2008 summer Olympic Games and in some ways that was a turning point. I was really surprised by the fact that when we covered that event, even though we were not a rights-holder and we were simply covering updates and news, the city acknowledged the importance of us being there.

They knew there would be a large number of journalists that were not linked to official broadcasters. Therefore, they designed a system of accreditation for every single media representative – typically a privilege only given to broadcast rights-holders. But Beijing started that process. They probably did that for reasons associated with controlling the situation, but that approach

*“Cities are becoming increasingly aware that they need to provide digital media networks and other services, such as Wi-Fi spots.”*

Rodolfo Martinez | VP, production and operations, ESPN International

helped us to move around all of the venues, letting people know that we were not just there as regular spectators.

That example has evolved, and I think the fan ID that we saw at the World Cup in Russia in 2018 should be something every event adopts moving forward. I think the Russians also did it for control purposes, but the fact they adopted the system and distinguished fans from journalists made people behave in a different way. It certainly helped to have that distinction.

## What sort of personnel and technological support would you put on the ground in a host city for a major event, such as a World Cup or Olympic Games?

It really depends on the rights we have for the event. I'm responsible for ESPN International and, for example, when we went to London for the 2012 Olympics, we had rights for Latin America. We have combinations of rights-holder and non-rights-holder operations. On average we would probably have between 100 and 150 people on the ground, including camera and audio technicians,

production staff, operations, transport, security, logistics and on-screen talent. So it's a massive group of people interacting with the host city for the duration of the event. In terms of the timeframe, we inspected the facilities in Russia properly for the first time ahead of

the World Cup after the draw for the FIFA Confederations Cup, about 20 months out from the tournament in November 2016.

We signed a contract for a huge terrace space, which we then used for the Confederations Cup in 2017 and the World Cup in 2018. At that point our operations and security teams set up appointments with government officials as well, and they usually deal directly with the host city.

With major events, we usually have everyone on the ground between 10 days and two weeks in advance of the start of the event.

## What are the significant production and logistical challenges for a broadcaster when it comes to covering a major event?

One of the most important ones is transportation. Most cities have a traffic issue. On top of that there is an additional challenge when more people are visiting for the duration of an event.

Then there are sometimes issues with local regulations and permits. For example, we were set up in Rio ahead of the World Cup in 2014, but at the very last minute, there were issues about the outside terrace and the fire department. The cabling was running through some air conditioning vents, but within three days we had to find an external solution – a massive job linking the ground floor with a space 20 storeys high.

Then in Moscow for this year's World Cup there was an issue with a potential storm at the top of building. We complied with the regulations that were put in place, but a competitor two blocks away from us didn't, so they were shut down at their site.

For the World Cup, we had four 'wraparound' studios. The lights in the structure at the top of our building had to be switched off every time President Putin's helicopter landed in Red Square. Apparently, it was because the security snipers on top of other buildings didn't want the lights in their eyes, so we had to











(Alexander Hassenstein/Getty Images)

find a solution whereby we were able to keep working on one side of the terrace while the other side was in darkness. The longest the lights were off was for two hours.

**What are the essential logistical requirements that host cities can provide for broadcast partners?**

Above all, the ability to shoot in the city with some help from the host city. Most of the time we have to pay for permits and then it's up to our own staff to build in a secure area around us, but it can be a struggle when there is a huge mass of people. It's great when a city cooperates with you and, for example, offers you free access of the transport network, so you can travel on buses and trains for free. That is happening more and more for us at each event.

**Can you think of examples where a host city provided valuable support in catering to broadcasters and supporting their work?**

London 2012 with transportation, Beijing 2008 with how they recognised journalists and the Russia World Cup this year all stand out. They recognised that for the most part during the 17 days of the Olympics or the 30 days of the World Cup you are actually promoting what the city is about. People are interested in engaging with new cultures.

In Russia, in particular, they were really concerned about journalists showing a very good image of the country. To give you an example, we had an issue where one of our people tried to enter a stadium with the incorrect credentials, and they were taken in by the police.

Nothing really happened, but they were asked to write a statement and sign it, but language was an issue as the interpreter wasn't there. In the end, though, the only real issue came from the perspective of the locals, and their main concern was that the individual was treated well by the police.

**Looking to the future, how will a broadcaster's role evolve at major sporting events in the coming years?**

Cities are becoming increasingly aware that they need to provide digital media networks and other services, such as Wi-Fi spots, to enable media companies to connect with people more efficiently with platforms such as social media. Ten or 15 years ago we were just stadium broadcasters, but now we are all portable networks working in a city.

There are hundreds of broadcasters who are people walking around with a mobile phone, and they are social influencers. ESPN is the home of many of these new kinds of networks, which can really help to distribute information to fans immediately.

The importance of local expertise is also being recognised. You need a few stringers here and there who know the city and can act as interpreters. Local knowledge can be vital. ○



# Clipper Ventures look for more added value and local business engagement



(Oli Scarff/Getty Images)

**Jonathan Levy has held a series of roles at Clipper Ventures, which organises the Clipper Round the World Yacht Race. He served as director of business development before becoming global business and communications director, and since May 2017 he has served as director of sponsorship. Here he offers his insights into what makes an ideal host city for an event organiser.**

**What are the key considerations that an organisation such as Clipper Ventures takes into account when choosing a host city?**

Initially there are the practical considerations of whether the geographical location is realistic, in terms of being within the global route limitations and prevailing conditions for the time of the year we would be there.

In addition, the available port and marina options must meet our specifications to accommodate up to twelve large ocean-racing yachts and the associated facilities. However, this is only the first step to qualification.

Some main deciding factors include the attractiveness of the location for our crew, supporters, sponsorship partners and other stakeholders in terms of variety and quality of accommodation,

leisure and tourist attractions. Local business markets and consumer profiles relevant to our partners for their activation activities are also important, together with sufficient space and catering facilities. Good proximity to international and feeder airports for race officials, guests and supporters to reach the host city – including good local public transport and infrastructure – are also important factors that come under consideration.

After these aspects the big influencers and differentiators are how much added value the host destination will bring in terms of events and marketing to maximise public awareness and

*“Some main deciding factors include the attractiveness of the location for our crew, supporters, sponsorship partners and other stakeholders.”*

**Jonathan Levy** | director of sponsorship, Clipper Ventures

develop a complementary programme of events, or even a themed festival, built around our presence. This will help maximise visitor numbers and create atmosphere and animation, leading to strong economic impact and return on investment for the hosts. If a destination is also investing in a team partnership, by taking the branding and activation rights of one of the race yachts for a global promotional campaign, this will prioritise their selection over destinations of an equivalent standard.

**How have these considerations changed over the years? Which issues have become increasingly important?**

Definitely creating more added value and local business involvement. We also aim to make our carbon footprint in terms of shipping support materials and facilities around the world as low as possible.

We focus on a core fan zone around which our partners can activate as appropriate. The local host can create a broader race village with attractions for a wider audience, and not just sailing enthusiasts. This creates a win-win situation for all parties.

**What are the reputational and economic impacts that have been experienced by host cities of the Clipper Round the World Race?**

Economic impact, reputation and global profile, and local pride and public engagement are all important factors, in addition to showcasing a destination and its marine facilities, together with strong legacy. We encourage both independent and collaborative research and evaluation.

For Derry/Londonderry in Northern Ireland, which is participating in the race for three editions, this has grown into a comprehensive event along its river



(Hong Wu/Getty Images)

waterfront: in the 2015-16 race edition the city reported over 10,000 hotel bed nights – an economic impact in excess of £3m (£3.4m/\$3.9m) from a footfall of 163,000 visitors, with 25 per cent from outside Northern Ireland. 98 per cent of respondents thought it improved the city's global image. The impact of the 2017-18 edition was even greater but we are awaiting the final report.

Early research commissioned by Culture Liverpool (which hosted the start and finish of the Clipper Race in the 2017-18 edition) conducted by North West Research and Strategy, suggests that the major event created at the Clipper Race start from the UK in August 2017 created a substantial economic boost to Liverpool and has been responsible for a £7.51m boost. The Clipper Race drew some 220,000 visitors during the week-long schedule of festivities at Albert Dock.

The event evaluation report, which monitors the impact of major events in the cultural programme, looks at

recorded activity over and above what would have been expected without the Clipper Race presence. It concludes that the event drew a higher proportion of visitors coming from elsewhere in the country than any other recent event and attracted nearly double the number of visitors from overseas – 10.4 per cent over 5.5 per cent.

The report also gained insights into the motivations and key drivers for attendance, visitor expenditure, quality of experience and length of stay. It suggests that 69 per cent of respondents were visiting Liverpool specifically to attend the Clipper Race event and 35.7 per cent of visitors were on trips with the average stay of three nights, an increase of 15 per cent in such visitors in comparison to similar events.

The city stated that in addition to economic benefits, as a worldwide event, the Clipper Race Start in Liverpool has further cemented the position of the city's waterfront as a world-class event stage.



Global media exposure is significant for host cities, not only around the period of hosting but also in references throughout the race year and within the global TV series which reaches over 900 million households in more than 170 countries. If they are also a Team Partner then there is a big multiplier in raised global awareness.

### Are you noticing any particular spectator trends for your events?

The global profile of the Clipper Race continues to grow and, combined with greater media exposure, we are driving greater awareness and visitor numbers – turning out at all times of day for arrivals; strong interest for free boat tours, meet the crew, the fan zone and added attractions and entertainment.

While weekends are always strong there is a steady flow throughout the week, with peaks around lunchtime and in the early evening.

### What have been the main lessons that have been learned from the staging of your events in recent years and how are they being applied to future editions?

In some respects, less is more and is better to focus on key quality installations and events with a clear programme of public engagement and partner activation.

The host destination is also given many opportunities to benefit local businesses. This trend is likely to continue as the public are attracted by the human stories and challenges taken on by our crews.

The cost of hosting major events is increasingly scrutinised. What can rights-holders such as Clipper Ventures do – alongside host cities – to portray the positive impact of staging an event?

As indicated above, good evidence from other hosting destinations combined with a clear sense of bespoke objectives, KPIs and research can reveal a positive impact. Wider public engagement is important and we make very clear the accessible nature of our event, opportunities for associated educational programmes, youth involvement and free entry. Our crews are readily available – we are far from the stereotype imagined of sailing as

*“The global profile of the Clipper Race continues to grow and, combined with greater media exposure, we are driving greater awareness and visitor numbers.”*

**Jonathan Levy** | director of sponsorship, Clipper Ventures

a sport only for the elite few. We are a mass-participation global challenge that captures the public imagination.

### As a rights-holder that takes events around the world, where are the most exciting markets for you, and why?

Each market has its own attractions and different market focus relevant to different sponsors, from North, Central and South America, to Australasia, Europe, South Africa and Southeast Asia. Asia is certainly on the rise both in terms of its growing importance in world trade and travel opportunities, and also the global ambition of cities, regions and countries in this part of the world to participate in and promote themselves on the world stage.

Our partnership successes in China for example have attracted other locations and we have just signed our third Chinese host city, Zhuhai in the Pearl River Delta, for three races over six years. This is also stimulating interest from other nearby countries.

### How do you believe the host city bidding and hosting model will evolve in sport over the next few years?

It will continue to become more focused around tangible, measurable, return on investment – not just in economic terms, but in public engagement and impact, pride, brand awareness and value.

Sustainability, environmental and ethical credentials will become essential rather than just desirable. Business and development potential of the event's

sponsors and partners will bring relevant business opportunities, not only in core markets but also in emerging technologies, like ‘smart city’-related activities, to help create competitive advantages and improved quality of life.

There is a necessary trend to more bespoke partnership packages to help sponsors focus on their core objectives with creative projects connected to event hosting and participation. It would be interesting to see more destinations having clear criteria to enable a meaningful dialogue to create effective and relevant partnerships that have a high probability of success.

### What will be the main challenges in the major event-hosting marketplace?

Growing competition and tighter budgets in a challenging economic market and environmental standards will all be major considerations.

There is a growing public voice and challenge to the very big events with political caution around adverse public perception and opinion. ○

Skipper Olivier Cardin poses with the winners trophy (Jack Taylor/Getty Images)



# Understanding the risks as sport moves out of its comfort zone and into the city

As sports bodies look to move events from stadia and arenas to urban locations, they need to understand the fresh portfolio of risks they face, writes **David Griffiths** of Miller Insurance.



3x3 basketball, played in urban locations, has a massive appeal to the millennial demographic (Mark Nolan/Getty Images)

**A**ccording to Fiba, the world governing body of basketball, the 3x3 version of the game is 'the fastest-growing property in world sport'.

It is fast, furious and skilful, and its positioning as an urban street sport means it has a massive appeal to the millennial demographic. At a time when more or less every mainstream sport is fixated on finding ways of becoming more relevant and appealing to youth, it is seen by many as a blueprint for the future of sports events.

Much of the appeal of 3x3 is in its urban locations, which are in keeping with the inner-city US roots of the sport and reflect its culture.

*"Installing the facilities and infrastructure required to stage an event in an urban setting usually means working to the tightest of deadlines – often in confined spaces and with high traffic levels."*

Now even sports with little in the way of historic street culture are increasingly looking to urban locations as they look to grow interest.

We've seen athletics hit the city streets with major sprint competitions;

motorsport in city centres has become commonplace; and even archery has held rounds of its world championships in downtown areas. This means a move from inside stadia and facilities and out into a new world. And it's a world full of hazards for event organisers and managers.

Here are just some of the key risks associated with staging urban events...

## Security

While there are security risks at every sports event, events held in urban locations are particularly vulnerable. Last year's Mandalay Bay shooting at a concert in Las Vegas was carried out by a gunman who had booked into a hotel room overlooking the site. This incident





(Brian Davidson/Getty Images)

highlights the difficulty of securing vantage points to eliminate this type of threat, although failure to do so could make organisers liable.

Urban events may also prove to be a target for terrorist attacks and security and surveillance has to be of the highest order to combat this threat. The choice of iconic locations – often recognisable to media audiences worldwide – is thought by security experts to increase the potential for an attack.

### Temporary facilities

Installing the facilities and infrastructure required to stage an event in an urban setting usually means working to the tightest of deadlines – often in confined spaces and with high traffic levels – to take advantage of tight access windows. This pressure increases the risk of short-cuts and errors which may impact on the health and safety both of the crowd at the event and the crews working on the project.

The complexity of such projects – which will involve acquiring special licenses for road closures which restrict the construction window – also create a raised risk of enforced cancellation should any element of the process not run according to plan.

*“While a ticketed crowd can be expected to behave in certain ways – they have paid to watch and tend to be committed to the event – that is not always the case where access is free.”*

### Third-party risks

Organisers of urban events have a range of third-party risks to consider. These include potential liability for the closure of local businesses and any disruption to public transport as a result of an incident originating because of the event. Loss of business claims from local shop owners and others after the Boston Marathon attack are an indication of the risk.

### Sponsors

Sponsors play an important role in financing events, and urban events have a particular appeal to many brands. But there is a potential negative impact on a brand if an event is cancelled at short notice because of avoidable issues or problems which result in injury or loss as a result of poor management, faulty

security or inadequate facilities or spectator provision.

### Crowd issues

Given that one of the objectives of staging sports events in downtown locations is to attract a fresh crowd, some events are free to the public. While a ticketed crowd can be expected to behave in certain ways – they have paid to watch and tend to be committed to the event – that is not always the case where access is free and organisers should be particularly aware of the risk of crime in these situations.

### Weather

The weather is a major reason for the cancellation or postponement of sports events and urban events are no exception. The difference is that the potential for contingency days to ensure events can be completed is more limited in an urban location, which is likely to be required to return to its standard role as a business hub or tourist destination after a weekend as a sports venue.

When the Ryder Cup at Celtic Manor was badly affected by rain it was completed on Monday, a contingency day, and tickets were honoured. That may not be the case in a city-centre location. ○

# It's only natural...

Queensland's Tourism Minister **Kate Jones** and **Leanne Coddington**, chief executive of Tourism and Events Queensland, explain how the state's natural environment helps make it 'the best address on earth'.



Some of the world's fastest maxi yachts race for honours at the Hamilton Island Race Week - which also hosts an extensive, exclusive social schedule.

**F**resh from the successful hosting of the Gold Coast 2018 Commonwealth Games, the Australian State of Queensland has a fresh appetite and enthusiasm for hosting sports events, according to State Tourism Minister **Kate Jones**.

And with Queensland's *It's Live!* in Queensland Event Calendar now contributing some A\$0.78bn (€0.49bn/\$0.56bn) to the Queensland economy, it is not difficult to understand the commercial imperative driving investment in attracting high-value major events to the State's range of diverse towns and cities.

Held in April this year across four Queensland cities, the Commonwealth Games provided a rigorous test of the State's facilities, infrastructure and management capabilities. In the lead up to the Games Queensland benefited

from a A\$200m investment in new and redeveloped sport infrastructure which will equip the city to stage national and international events in the years ahead.

With more than 6,000 athletes and officials from 71 countries, Gold Coast 2018 was a true global mega event and the hosts passed the test with flying colours.

But, says Jones, the broader contribution made by properly managed, delivered and leveraged sports events can be every bit as important as the economic impacts they generate.

"While events certainly add to the value of our economy we are really quite tough in our approach about which events we support and how we leverage them," she said.

"That's because we look beyond the economic benefits to ensure further value can be leveraged

including showcasing our hero tourism experiences and destinations, trade and investment outcomes, promoting health and physical activity, building community pride and driving social justice outcomes.

"For example, GC2018 was the largest Commonwealth Games ever and for the first time, saw an equal number of medal events for men and women. Likewise, we implemented the first ever Reconciliation Action Plan for an event of this kind to ensure that First Nation Australians were fully engaged and involved."

While the sports world may, currently, be more familiar with the Australian States of Victoria and New South Wales and their major cities of Melbourne and Sydney, Jones believes that Queensland offers fresh options.

"We are a very different sort of State,"





It's easy to see why Noosa on the Sunshine Coast, home to the largest Olympic distance triathlon event in the world, the Noosa Triathlon Multi Sport Festival, attracts thousands of competitors annually for both sport and leisure.



Cairns Ironman Asia-Pacific Championship competitors enjoy a stunning course.



Gold Coast has long been the first stop of the World Surfing League's Championship Tour.

she explained.

"First of all, we are not focused on a single major city. In Brisbane, Gold Coast, Townsville, Cairns, Sunshine Coast and others we have a variety of towns, cities, each of which has something different to offer.

"Tourism is a key part of Queensland's offering and we know that when people visit for an event they are likely to extend their stay before and after because there is so much to see and experience. We have a great climate and a unique natural environment that is easily accessible from all of our key event hosting towns and cities. For example, no other place on earth has the Great Barrier Reef."

That strategy will be seen in action next year at the National Rugby League's (NRL) inaugural 'Magic Round' when all 16 NRL Premiership teams will

play in a series of double-headers from Thursday through Sunday at Brisbane's Suncorp Stadium. In all the event is expected to generate 300,000 tourist bed nights and A\$60m for the local economy over the three-year deal.

Across the State the sporting menu is varied and tempting, ranging from top level international cricket, tennis and track cycling in Brisbane to professional golf, surfing, motorsport and marathon events on the Gold Coast, the Ironman and Great Barrier Reef Masters Games in tropical North Queensland, and yachting's Hamilton Island Race Week, which attracts entries from all over the world to the Whitsunday Islands. To this you can add a host of mass participation endurance events including marathons, triathlons and cycling events for which Queensland has become famous.

A landmark event next year will be

hosting SportAccord 2019.

"Hosting SportAccord 2019 on the Gold Coast is a strategic move to further showcase Queensland's capabilities.

"Bringing the decision makers of world sport to the Gold Coast for SportAccord is the next step in securing major international events for the city and our state, with the benefits of securing events potentially setting us up over the next ten years."

As chief executive of Tourism and Events Queensland, **Leanne Coddington** has a clear mission: 'To inspire the world to experience the best address on earth.'

And sports events are a key element of the proposition designed to draw visitors from across Australia, Asia and the rest of the world to a State which boasts breath-taking natural environments and



Regularly rated the world's best beach, the Great Whitehaven Beach Run is a gruelling but spectacular event.

a bulging portfolio of sports events.

The importance of the visitor economy is evident from the stats. It accounts for some A\$25bn (eight per cent) of Queensland's Gross State Product and, with a workforce of around 217,000. Of this some A\$780m is generated through the current events calendar but there is a longer-term ambition to double that figure.

Coddington is confident that she has the best tools to work with – Queensland, its environment, its infrastructure and a strategic approach to leverage its competitive advantage.

And she agrees with Jones that the range of locations offered by the State is a significant advantage.

Queensland is, she explains, about hospitality and a lifestyle that revolves around climate and the natural environments that form the backdrop for many sports events, particularly mass participation endurance events.

"Our environment encourages participants in endurance events such as triathlon, to not just come and compete but to bring their families and extend their stay before and after the race to maximise their experience," she said.

This year's Commonwealth Games has equipped the Gold Coast and Queensland more broadly with a stock of facilities and delivery expertise which will enable it to compete for hosting

rights on the world stage.

"The infrastructure, both in terms of new-build and redevelopment has enabled us to go hard on creating new opportunities for a range of sports. For example, we hosted Gymnastics Australia's National Club Carnival for the first time on the Gold Coast [after luring the event away from Victoria] at two of the new facilities built for the Commonwealth Games. The event's move to Gold Coast saw the event attract some 3,800 gymnasts plus their families, a significant year-on-year increase for the event.

"While new facilities have allowed us to look at these sorts of events on a national and international scale (the same venues hosted the 2017 BWF Sudirman Cup), the halo effect of the Games and the natural appeal of our State to event participants and spectators alike, are equally driving great outcomes for national and international federations, rights-holders and promoters."

"We are focused on achieving our objectives through strategic partnerships that both include the event organiser or rights-holder as well as delivery partners such as municipal councils and venue operators.

"Naturally we are looking for the broadest possible audience and we want to continue to build a really diverse events


calendar with events across the state."

Maximising the value from events and offering the best experience to visitors are often two sides of the same coin and Coddington says that her team consistently look to develop synergies around the Events Calendar.

Last year's WBO welterweight showdown between local hero Jeff Horn and Manny Pacquiao in Brisbane provided a positive if unusual example. The fight, which drew 51,000 to Suncorp Stadium, was scheduled for the same weekend as the IAAF Gold Label Gold Coast Marathon and a major arts festival.

"The result was a maxed-out weekend across both Brisbane and the Gold Coast," said Coddington, with local media reporting over 90 per cent hotel occupancy across both regions and a combined direct economic impact of nearly A\$50m.

"When it comes to sport we are anything but one dimensional in the scale and diversity of the events we can and do host," she said.

"This is a state which can host world championship level mountain biking, surfing, motorsport, world championship triathlon, road and track cycling events or big stadium sports equally well and professionally. Our USP is the ability to host any genre of sport in the most amazing environments which delivers the ultimate visitor experience." 



# Q&A with Courtney Atkinson

In many ways Olympic triathlete, iron man and all-round adventurer and endurance athlete Courtney Atkinson is the embodiment of Queensland Sport. We caught up with him to discuss how the state shaped his career and what it offers the world.



Courtney Atkinson at Twin Falls in Springbrook National Park. (Set In Stone Media)

## What makes Queensland special for sport?

I've lived here all my life and I'm a proud Queenslander. This is a place where the climate and the environment impact directly on the way people live and creates a sporting culture.

I grew up here and my early life was based around running, swimming and cycling which was how I was able to become a professional triathlete for 15 years and compete in two Olympic Games.

The climate in Queensland means that you can be outdoors all year round and the environment itself is a major factor in sports development. Most of us are never more than a few kilometres from the beach and learned to swim from the earliest age.

It's no coincidence that the majority of the Australian swim team have been from Queensland.

There's also a world class stock of stadia and other facilities which regularly host top level regional, national and international events.

## How does that impact on Queensland's offer to the sports world?

The fact is that we develop athletes at home because of the culture and lifestyle but many others come here to take advantage of exactly the same things. It's a great place to train as well as compete and individual athletes and teams come here because of that.

As a result, we also have developed a great support infrastructure for elite level performers, which includes the Queensland Academy of sport in Brisbane and its satellite location on the Gold Coast.

## So, what's your message to the world about Queensland and sport?

Simply: this is a place you need to discover. The climate and environment are outstanding, the atmosphere is easy going and there are so many reasons to visit. Most of all this is the home of Australian elite sport with great facilities and support services. In short, it's a winner. 

## 2019 IT'S LIVE! IN QUEENSLAND – SPORT EVENTS HIGHLIGHTS

**Brisbane International tennis**,  
30 December 2018 – 6 January 2019

**Australian Surf Lifesaving Championships**, Gold Coast,  
30 March – 7 April

**Quiksilver Pro Gold Coast and Gold Coast Women's Pro**, 3-13 April

**Six Day Series Final**, Brisbane,  
12-14 April

**Tour De Brisbane – UCI Gran Fondo World Series**, Brisbane, 14 April

**Polocrosse World Cup**, Warwick,  
22-28 April

**SportAccord World Sport and Business Summit**, Gold Coast,  
5-10 May

**IRF 2019 World Rafting Championships**, Tropical North Queensland, 13-20 May

**Great Barrier Reef Masters Games**, Tropical North Queensland,  
23-26 May

**Cairns IRONMAN Asia-Pacific Championship and IRONMAN 70.3**  
Cairns, Tropical North Queensland  
5-10 June

**Gold Coast Marathon**, 6-7 July

**Supercars Townsville 400**, 6-7 July

**Airlie Beach Race Week Festival of Sailing**, the Whitsundays,  
8-15 August

**IRONMAN 70.3**, Sunshine Coast,  
8 September

**Supercars Gold Coast 500**,  
25-27 October

**Noosa Triathlon and Multisport Festival**, Sunshine Coast, October

**Australian PGA Championship**, Gold Coast, November

**UCI Track World Cup**, Brisbane,  
December

[www.queensland.com/events](http://www.queensland.com/events)

# A lesson in logistics

The International Federation for Equestrian Sports (FEI) undertook an immense logistical challenge for the 2018 World Equestrian Games. SportBusiness asks what other federations could learn from their experience.



(FEI/Lukasz Kowalski)

In September, the biggest names in horse sports boarded aeroplanes in airports across the globe for their flights to the FEI World Equestrian Games, being held at the Tryon International Equestrian Center in North Carolina.

Indeed Ingmar de Vos, president of the International Federation for Equestrian Sports (FEI), described the 34 flights from Europe, Dubai and South America as “the largest commercial airlift of horses in history”. He said: “Only wartime shipments of horses have come close to this, so the military precision involved in the logistics was incredible.”

The horses, guests of Emirates SkyCargo, touched down at Greenville-Spartanburg International Airport in South Carolina and in Miami, Florida, before completing the last leg of their journey by road. As well as the horses, transport agents Peden Bloodstock

and the Dutta Corp arranged for the transportation of 123,500 tonnes of equipment from Europe alone. The freight carried included saddles, bridles, rugs and grooming kits, wheelbarrows and pitch forks, horse shoes and all-terrain studs, as well as 51,000 kilos of feed, in-flight snacks and 20 litres of water per horse.

## Welfare in travel

Certainly, the FEI has some unique considerations when organising its competitions and choosing host cities. While there are numerous factors, the most important one will always be the well-being of the equine athletes according to Áine Power, the FEI’s deputy legal director.

“The first consideration is always horse welfare,” she says. “One of the FEI’s four key values is ‘Horse First’, so the organiser must be able to satisfy the FEI that the welfare of the horse will

be at the forefront of their planning. After that, we need to ensure that the bid is compatible with the FEI’s other core values: ‘Perform as One’, ‘Fair and Equal’ and ‘For Today and Tomorrow’.”

The FEI has jurisdiction over about 4,500 events each year, but it only controls the bidding processes for the major international competitions. It has allocated the FEI World Cup Finals for the disciplines of jumping and dressage up to 2021, with the Swedish city of Gothenburg hosting in 2019 and 2021, and Las Vegas in 2020. It recently launched the bidding process for the FEI World Cup Finals for jumping, dressage, vaulting and driving from 2022 to 2024 and for the FEI European Championships for Seniors for 2021 and 2023. These events will be allocated in spring 2019 by the FEI Bureau, the board that comprises leading figures such as De Vos, vice-presidents and figures from the sport’s eight



*“It is a question of trying to balance the experience of our existing organisers while also encouraging new regions and new organisers to come forward.”*

**Aine Power** | deputy legal director, FEI

disciplines, including the chair of the athletes' committee.

The road towards hosting an FEI event begins with the interested party accessing the FEI's online bid platform, which outlines the key requirements and benefits associated with hosting the event in question. Applicants are typically requested to complete an online questionnaire where they provide information on their experience as an organising committee.

Once an application is submitted in full the applicant will sign a hosting agreement that sets out the allocation of rights and responsibilities among the FEI and its organising committee. The complexity of the document depends on factors such as whether there are existing sponsorship rights to consider.

When the agreement is completed and signed by the bidder and its National Federation, the application is then considered in detail by the FEI (in terms of the veterinary, legal, communications and commercial factors) and the relevant discipline technical committee. For larger FEI Championships and major FEI Finals, the FEI invites the bidders to the FEI headquarters in Lausanne to make a presentation to the FEI evaluation commission.

The commission then prepares a written report on the various bids – taking into account the sporting, veterinary, media/communication, financial and legal considerations – and makes an official recommendation. The FEI Bureau then makes the final decision on which city or region will host the event.

### Balancing experience

Power adds that the breadth of competitions available means the federation can build strong ties with



Horses depart by plane for this year's FEI World Equestrian Games in North Carolina (FEI/Dirk Caremans)

## EQUESTRIAN'S GLOBAL REACH

The total economic impact of the FEI World Equestrian Games 2014 in Normandy was worth €368m (\$420m) to the French economy. Some €190m of that benefitted the Normandy region itself.

Figures collected by the FEI show that 81 per cent of the Normandy 2014 Games spectators that were interviewed for an economic impact study stated that they would recommend the region as a holiday destination and 75 per cent were more likely to return in the future.

Bidders can be assured of the support of the equestrian community, which comprises 37 million active riders worldwide and 750 million fans. FEI figures show that the equestrian ecosystem has a €300bn economic impact globally and employs two million people.

The FEI's games operations director Tim Hadaway says equestrian competitions have provided a real boost for hosting regions.

"The benefits of hosting a major sporting event such as the FEI World Equestrian Games or the FEI World Cup Finals is that these commercial operations have benefits for both the local organising committee and the FEI, with a valuable impact on the host city and region," Hadaway says.

"There are considerable medium- to long-term benefits for the host city and region across a broad spectrum,

including substantial impact on the infrastructure and facilities to the area, economic impact, general exposure to a global audience and tourism promotion.

"Staging a major international sporting event such as the FEI World Equestrian Games provides the ideal platform to showcase the region to domestic and international visitors, promoting the host venue and the region as visitor destinations."

**37m** the number of active riders worldwide

The FEI holds a series of events and championship series each year. The 2018-19 Longines FEI Jumping World Cup series began recently, with athletes from across the world hoping to reach next April's final in Gothenburg.

Qualifiers will be held around the world, taking in emerging equestrian markets such as China and Japan, as well as all corners of the Americas, Africa, Asia, Australasia and Europe.

Some 13 cities in 10 countries will host this season's Western European League qualifiers, with France, Germany and Spain staging two events each before the Gothenburg final.

a large number of regions, which can develop from hosting small-scale events to major inter-continental championships.

So while major international cities and experienced sporting hosts such as Paris or Barcelona – which this year held the FEI World Cup Finals for Jumping and Dressage and the Longines FEI Nations Cup Finals, respectively – there are also opportunities for less well-established regions. For example, in recent years the FEI World Jumping Challenge has allowed less-developed equestrian nations, such as Uzbekistan, Algeria and Bulgaria, to host international events.

“It is a question of trying to balance the experience of our existing organisers while also encouraging new regions and new organisers to come forward and bid in order to grow the sport,” she says. “The advantage that the FEI has in this regard is the wide range of championships and series across various levels within our portfolio.

“For example, we have bid processes for the Junior, Young Rider, U25 and Young Horses Championships where the infrastructural requirements are lower than a major senior championship. This can be a good way for new organisers to get involved in hosting an FEI championship event for the first time.”

New hosts can benefit from transfer of knowledge tools such as the FEI Knowledgebase, an online advice and guidelines tool for organisers, which gives the Local Organising Committee access to information and intelligence from previous Games, including past event debrief reports, template documents, venue and field of play plans and photos.

### Different relationships

As well as welcoming the emergence of new bidding regions, the partnership between the FEI and its event hosts is changing. Power notes an openness to different relationships with different cities depending on their capabilities, resources and ambitions.

She adds: “We now very much view the relationship between the FEI and the organisers as a partnership rather than a rights-holder/rights-acquirer

relationship. The aim is to really understand the framework that the organiser is working within and adapt the FEI’s approach accordingly, rather than vice versa.

“The FEI acknowledges that each organiser or bidder has different advantages and challenges. It is not a question of applying a ‘one size fits all’ approach. The FEI is now happy to work on a more bespoke basis with bidders and organisers in order to deliver an event that is a success for all parties and works to the strengths of the respective organisers.”

While the relationship between the governing body and its event hosts is not ‘one size fits all’, there is clearly a blueprint for how duties and responsibilities will be split in the period between allocation and the competition itself. The organising committee is responsible for venues, all horse and human athlete accommodation, spectator and media facilities, as well as all associated services and operations from veterinary to security and catering.

There are a number of areas where responsibility is shared, such as marketing, digital content and sponsorship. In terms of broadcasting, the organising committee provides host broadcast facilities and services but the FEI retains, sells and manages broadcast rights working through its partners, the European Broadcasting Union and IMG.

The FEI oversees all competitions, appointing FEI-accredited officials and working in close partnership with the organising committee’s sport management teams. The federation also resources and manages horse and athlete anti-doping services, working in partnership with the host nation’s national anti-doping agency.

In terms of measuring and monitoring progress in the years, months and weeks leading up to the event, a masterplan is developed by the organising committee with clear milestones and deliverables. That plan is approved by the FEI and monitored by the federation’s games operations department.

### Hands-on role

Of course, the bigger the event, the greater the interest and exposure and



*“The FEI has been taking an increasing level of ownership and playing an expanding role in supporting and working in partnership with the LOC.”*

**Tim Hadaway** | games operations director, FEI

the more elements to consider. The quadrennial FEI World Equestrian Games (WEG) is the sport’s most diverse event as it holds championships for all eight disciplines and attracts athletes, spectators and broadcast viewers from around the world.

Over the course of its 28-year history, the WEG has been staged in the established European equestrian markets of Sweden, the Netherlands, Italy, Spain, Germany and France, as well as in the US cities of Lexington,





Kentucky and, this year, in Tryon, North Carolina.

Tim Hadaway, the FEI's games operations director, notes that several factors have led to the federation taking more of a hands-on role in the staging of its biggest event.

"The FEI has been taking an increasing level of ownership and playing an expanding role in supporting and working in partnership with the LOC for the WEG," he says. "This has taken the form of multiple and regular visits to review each aspect of the project, providing advice and support where required. All areas of the FEI are engaged, including the sport, veterinary, commercial, legal, marketing, communications and IT departments. This is very much in line with the increased role of international federations under Olympic Agenda 2020."

Hadaway acknowledges that it

is essential for rights-holders and organising committees to have a clear understanding of their roles through a binding framework, but he believes a truly successful event requires more than simply legal jargon. If an event is to tick every box – from seamless logistics to great facilities, consistent branding and happy athletes, horses and spectators – then the enthusiastic pursuit of agreed targets by all individuals and groups is essential.

"The number one piece of advice would be to establish an environment of partnership from the beginning of the relationship between the LOC and the federation," Hadaway says. "A host agreement provides the vital legal framework around which the event is delivered, but ultimately its success will depend on all parties working together towards a set of common and agreed goals, service levels, standards and expectations." ○

## FEI WORLD EQUESTRIAN GAMES HOSTS

The FEI World Equestrian Games is held every four years. Below are the eight hosts in the 28-year history of the competition, which brings together the FEI's eight disciplines – dressage, driving, jumping, endurance, eventing, para dressage, reining and vaulting.

YEAR	HOST	COUNTRY
1990	Stockholm	Sweden
1994	The Hague	Netherlands
1998	Rome	Italy
2002	Jerez de la Frontera	Spain
2006	Soers, Aachen	Germany
2010	Lexington	United States
2014	Normandy	France
2018	Tryon	United States



# America's Cup ushers in a new era for major events in Auckland

Steve Armitage, General Manager Destination at Auckland Tourism, Events and Economic Development, reflects on how the city's event offer is evolving to meet its own needs and those of events rights owners.



(Ezra Shaw/Getty Images)

## Where is Auckland as a major events host right now?

Auckland came of age eight years ago after a merger created a 'super city' council. The amalgamation enabled greater cohesion and co-ordination whereas we had been held back previously.

ATEED (Auckland Events, Tourism and Economic Development) came about as a result and our objective is to put Auckland on the map.

We have all the ingredients and attributes that make people want to visit, work and live here. Events play an important part in that because they allow us to showcase the region in the best possible light.

We know that we have a great story to tell. This is a sports city blessed with a very special environment. We have three harbours, rainforest and dormant volcanoes, together with the wildlife, wine and beaches. There's a huge amount going for us and we are determined to showcase that to the world.

## What is the objective and what sort of events are you targeting?

We want to target events which speak to New Zealanders but which are also able to create a buzz internationally.

Events are a key element of the visitor economy and play an important social and promotional role.

Rugby World Cup 2011 was a starting point. It helped capture the world's imagination, and build public confidence that we can host large-scale international events, providing a platform for us to host a succession of other events including the FIFA Under 20 World Cup, 2017 World Masters Games, the 2017 British and Irish Lions Tour and 2015 ICC Cricket World Cup.

Hosting such events has created an expectation that this is now the norm and we believe we are capable of hosting many other events with a unique Kiwi and Auckland flavour. After all, we have won awards as the best medium-sized events city in the world and we are proud of that.

## Is it all about the America's Cup?

No, but it's an important part of the wider picture. 2021 promises to be a tremendous events year. Not only will we host the America's Cup but - outside sport - Auckland will welcome 20 world leaders for Leaders' Week, the pinnacle of APEC 2021. Asia-Pacific is the fastest growing economic region in the world and APEC - the Asia-Pacific Economic Cooperation - is its leading economic forum.

An estimated 10,000 attendees including a large international media contingent are expected to be in the city for Leaders' Week, which provides a unique opportunity to showcase Auckland as an innovative, globally connected city.

Whether it is the America's Cup or APEC Leaders' Week we are starting to look at events in a new way and consider what are the additional components we can offer.

America's Cup showcases our harbour and sailing capability. The harbour



is a great natural asset, and we are targeting other sailing events around the America's Cup, such as hosting the 2019 49er, 49erFX and Nacra 17 world championships ahead of the next Olympic Games. We want to be the pre-eminent on-the-water city in the world.

The harbour and our relationship with the sea defines the city in many ways and there are strong links with business. It's not all about boat building but also marine biodiversity and wider economic development areas. We know we are onto something and will once again have the opportunity to demonstrate our capabilities to the world.

### **You talk about events with a Kiwi flavour – can you be more specific?**

Giving events a Kiwi flavour is important because we are keen to promote the value we place on our history and cultural diversity. It's about giving a particularly warm welcome to people coming into the country; a particularly important part of our Māori culture. That sense of being welcomed – being invited to experience the essence of this place – is something we want people to feel the moment they arrive at the airport. The world needs to know that we do hospitality as well as, if not better than, anywhere else in the world.



Steve Armitage, General Manager Destination at Auckland Tourism, Events and Economic Development

### **And sport in Auckland is not all sailing and rugby...**

Sport is part of the regional and national identity. As a nation we can tend to be a little understated but when we get a chance to show ourselves we can excel.

In recent times we have been building the confidence which allows us to demonstrate we can do this and we can do it bloody well!

Now we have a stronger platform for events. There's investment from different layers of government as well as (30 per cent) from the private sector, which is the main beneficiary.


We are working with all those involved in the visitor economy and developing a clear sense of what the Auckland story really is. While we have the world's attention it is a key chance to promote the city.

### **Where does sport fit in with the other events in your portfolio?**

There is a strong relationship between sports events and ancillary business events which can run off the back of them. Business and migration are important angles because, as a nation, we still have some skills shortages.

The world has changed, and the number of visitors has doubled in recent years. In Auckland available accommodation will increase 43 per cent in the next five years and we are now all about finding smart ways to grow.

Sports events are a key part of this. Only recently we hosted the sell-out Tonga v Australia Rugby League test match which was absolutely packed out with Tonga supporters who had flown in from everywhere.

The game was a huge success and was in keeping with our large Pacific community – about 15 per cent of our population – and our strong ties with our Pacific neighbours. 

## **PERSPECTIVE: STUART TURNER, HEAD OF MAJOR EVENTS, ATEED**

After 10 years at the helm of EventScotland, the excitement around Auckland's potential as a major event destination lured Stuart Turner to the Southern Hemisphere to help develop opportunities for a unique waterfront city.

But while acknowledging the pivotal role of the 2021 America's Cup in refreshing thinking around the city's relationship with major events, he is determined that the impetus of the world's oldest international sporting event should be sustainable rather than coming to be seen as a spike.

"Naturally the America's Cup is the big draw and shows what major events

can do for cities. Hosting it provided us with the focus to secure budgets and to refresh our strategy.

"This is a city which is changing in many ways. It has experienced significant population growth through domestic and international migration, while administrative changes transforming Auckland into the largest territorial authority in Australasia have changed the nature of local politics."

And that in turn appears to have changed the appetite for investing to host and support the right events.

"We are in a very positive place. Tourism New Zealand has done a great job over the years and the country is on

most people's list of places to go. Our role is to deliver the events which give visitors that additional reason for visiting New Zealand, and Auckland in particular.

"We understand that while, in Europe, everyone can go off on a long weekend to visit a particular city or attend an event, the fact is that, other than from Australia, you have to take a flight of more than 10 hours to get here. That's a key reason why we have to use everything we've got to give people reasons to make the journey."

And that understanding has helped lead to a fresh outlook on events which is manifested in Auckland's new Major Events Strategy.



(David Rogers/Getty Images)

"Now there's a greater degree of maturity about the way we operate, and we are focused on doing events which bring sustainable economic and other impacts," Turner explained.

Those impacts include the social cohesion which can be created by a shared event experience.

"Events help give Auckland and Aucklanders a real sense of identity," Turner added.

"This is a city with a very diverse population mix, with over 220 ethnicities. There are more than 120,000 people of Chinese origin here as well as our sizeable Pacific and Māori populations. Add to that people from elsewhere in Asia, from South America and Europe and you have massive diversity and events help ensure that all the people who live here really feel part of something.

"From a sports perspective, sailing, rugby union and rugby league and netball are all huge in Auckland and now we even have the country's first professional baseball team. That diversity of sporting interests means that there's something for most people here and, of course, for visitors.

Turner believes that the impact of the America's Cup will be 'profound' and long-lasting.

The last time the historic event was held in Auckland, the waterfront

benefited from the development of an old fishing dock, with nearby industrial wharves redeveloped for RWC 2011.

This time around Auckland has fast-tracked a plan to remove a number of old chemical tanks at the end of the wharf to create extra public space which significantly increases the green space and amenity value of the area. This is all part of a shift towards a leisure rather than industrial waterfront which will, in turn, serve visitors as well as local people.

Auckland's International Convention Centre (NZICC), under construction and due to be completed by 2019/2020, will make a major contribution to the city's overall events capacity.

At the same time there is significant discussion about the city's stadium stock, which includes the 60,000-capacity rugby union and cricket headquarters at Eden Park along with the 25,000-seat QBE Stadium and the smaller Mt Smart Stadium. There is currently a debate about the prospects for a new stadium to be built on the city's waterfront which would be the centrepiece of any future Rugby World Cup bid.

"Looking to the future we want to build on the excitement here and we are looking at a range of events, including those in women's sports which are in a growth phase at the moment.

"New Zealand is hosting the 8th International Working Group on Women in Sport secretariat from 2018-2022, culminating in the 8th World Conference of the International Working Group on Women in Sport at the NZICC in Auckland in May 2022.

"A bid for the 2023 Netball World Cup is in place, as is a bid for Auckland to stage games in the Women's Rugby World Cup 2021, along with Whangarei, our northern neighbour. We would also look at events like the 2023 FIFA Women's World Cup – now is the ideal time to host it, before it gets too big.

"We are realistic and understand that hosting an event as big as the commonwealth games would require a two-city approach," Turner said.

"The America's Cup will have a direct economic impact of around \$600m but there are many other impacts. Hosting the event will increase our super yacht capacity, boost the yachting services sector and, of course, there is always the chance of retaining the America's Cup and hosting it again in the future.

"Everybody knows where New Zealand is and lots want to come. We need to give them the reason to make the journey. In many respects that is easier than ever because for much of the world's population we are now just a single flight away and the flight map continues to get bigger."



# Q&A with 49erFX sailors and Olympic silver medallists Molly Meech and Alex Maloney

**For you, what makes Auckland a special place to live and train?**

**Molly Meech:** Being around Auckland is pretty special because you are surrounded by the water. For us being able to sail off the [East Coast] Bays, with the beautiful scenery, and having Rangitoto [Island] out there is pretty special. Every time you go to a different place or a different side of Rangitoto, it always looks the same, which is unique to Auckland. Being surround by the water, everyone has a lifestyle that is close to it or on and around it, which is nice.

**And what makes it a great sports city in other ways?**

**Alex Maloney:** We're really lucky in Auckland to have some really good facilities, like the high performance centre the Millennium Institute of Sport, and Eden Park for rugby fans. We are surrounded by good facilities, there's a lot of water for water-based athletes to train and compete on and the national parks are close by, so we have a really good set-up for sports.

**What sports events in Auckland have you most enjoyed over the years?**

**Molly:** This is going back a little bit but when the America's Cup was last here [in 2003] it was just after we had arrived back in New Zealand and it was pretty special to see how much the country got behind the America's Cup. Since then, the [2011] Rugby World Cup is the last one that has really stood out. Everyone gets so behind the national event, I think it's going to be special to have our Worlds here and showcase that to Auckland and hopefully the rest of New Zealand [the 2019 49er, 49erFX and Nacra 17 World Championships].



**And what are you most looking forward to?**

**Alex:** It will be really cool to compete in front of family and friends and give them a broader sense of what you do to the people who really care about you and follow you throughout your journey. And just being able to showcase your sport to the country.

**As an elite athlete, how has Auckland and its sports infrastructure helped your career?**

**Molly:** We have been really fortunate with the support we have had from Yachting New Zealand and also High Performance Sport New Zealand and the government. Through the Millennium Institute here on the North Shore, we have been given training facilities as well as a lot of support

staff to help us not only with our sailing but also life and athlete balance. The support they have given us and developing athletes is incredible and I think it really helps performance on the world stage.

**What's your message about Auckland for sports governing bodies and sports fans around the world?**

**Alex:** If people have the opportunity to come and check out Auckland and join an event or check out a city, it's a cool chance to see how we live and our lifestyle. I think it's unique. We travel around the world and I think we are pretty lucky here. If people come to watch the 49er and Nacra Worlds, hopefully they enjoy it and get behind the event. ○

# WINNING STRATEGIES



Our vision is for Denmark to be among the world's leading countries in attracting, staging and developing international sporting events. It is a vision that we are well on our way to fulfilling through winning strategies together with – among others – the international federations, the national federations and the host cities.

In 2007, we took up the baton when the Ministry of Culture and Sport decided to set up Sport Event Denmark and strengthen the foundations for attracting major, international sporting events to Denmark. I look back with pride on the results that Sport Event Denmark has achieved over the past ten years. We have

contributed to innovative event settings, to activating the fans in epic fan zones and embracing recreational participants as part of the World and European Championships.

We have worked purposefully on our task and in total supported more than 350 events across approximately 50 different sports since 2008 until today. A solid foundation has been laid, and we look forward to many new events in Denmark in the future.

**Lars Lundov,**  
**CEO, Sport Event Denmark**



**SPORT EVENT DENMARK**

HOSTING WINNERS



# CONSIDER DENMARK

*Athletes, teams, nations, federations, spectators, media and other distinguished guests have visited Denmark at major, international sporting events over the years. Many brought back memories of an excellent stay in Denmark:*



## **Olympic Standard**

"Denmark has proven to be a world-class organiser. No-one in the sporting world could have any doubts that Denmark could organise a fantastic Olympic Games, organisationally and logistically (...) This is a benchmark project for these kind of World Championships."

**IOC President Thomas Bach to Ritzau during his visit in Denmark at the Sailing World Championships 2018.**



## **An Excellent Job**

"Denmark has done an excellent job in sporting event management, which has a resonance over the relevant areas where one knows what it takes to stage such events."

**His Royal Highness Crown Prince Frederik and IOC member to Idraetsliv – the official magazine of the NOC of Denmark.**



## **A Sense of Hygge at Worlds**

"The working relationship between the people of the organizing committee and the IIHF Office was outstanding. There were tears when people had to leave Herning and their friends there after the quarter-finals."

**IIHF General Secretary Horst Lichtner, at the concluding press conference of the IIHF Ice Hockey World Championships 2018.**



## **Truly Fabulous**

"Being able to welcome thousands of people to Denmark and the beautiful city of Aarhus during our Championships is a great honor. Many have shown their support, enjoyed the sailing spectacle and the onshore activities. It's been a truly fabulous event and as World Sailing President and a proud Dane, I could not be any happier."

**World Sailing President Kim Andersen, in the concluding press release on the Sailing World Championships 2018.**

# It's time for Africa

In 2022 the IOC will stage an event in Africa for the first time, in the Senegalese capital Dakar. Will the Youth Olympic Games represent a milestone for sports events on the continent? SportBusiness investigates.



**O**n October 8, the International Olympic Committee broke new ground by awarding the Senegalese capital of Dakar the hosting rights to the 2022 summer Youth Olympic Games.

It will mark the first IOC event to be held in Africa – a continent playing catch-up on the world stage. With Rio's 2016 Olympics having taken the Games to Latin America for the first time, Africa remains the one populated continent to have never staged the biggest event in sport.

"It's time for Africa," IOC president Thomas Bach said at the Dakar announcement. However, it remains to be seen whether the 2022 Games will serve as the necessary launchpad for loftier hosting ambitions.

The IOC is not the only major sporting federation to have opened its eyes to Africa this year, with the International Cycling Union (UCI)

having stated its intention to take its flagship event, the Road World Championships, to the continent for the first time in 2025. Countries have until September 2019 to submit their bids, with Rwanda having already expressed an interest.

With the YOG, Senegal was selected ahead of Botswana, Nigeria and Tunisia, although all three countries pledged to support the event. After deciding in February that the 2022 edition would take place in Africa, the IOC worked with selected African national Olympic committees on the logistics of staging the Games as part of a more streamlined host selection process.

After what the IOC described as "thorough analysis" by its Evaluation Commission, Dakar was deemed to have presented the "best-value proposition and the greatest opportunities" for hosting the YOG.

In a promotional video released to

coincide with the announcement of Dakar as host of the YOG, the IOC pointed to Senegal's position as a "gateway to Africa" – a slogan that no doubt ties in with its own long-term strategy for the continent.

## Facilities

Dakar 2022 plans to host events in three locations – the capital itself, along with the new city of Diamniadio and the coastal city of Saly. Events will be held either at new venues or at recently-renovated facilities, with Senegal's president, Macky Sall, having stated that a 50,000-seat Olympic Stadium will be delivered for the Games, which has an estimated budget of \$150m (€131m).

Dakar-based venues will include the Olympic Club, which features tennis courts and sports halls, a 10-lane Olympic pool and diving facilities, along with an adjacent park and basketball courts.



The 5,000-seat Stade Iba Mar Diop is also able to host athletics, football, beach volleyball and rugby union events.

Dakar's new 20,000-seat wrestling arena also opened in July and will host the Games' combat sports.

Meanwhile, the 15,000-seat Dakar Arena in nearby Diamniadio has been described by the IOC as "one of the jewels of the Youth Olympic Games" and will host basketball and handball events. The facility was opened in August and President Sall said the arena was built in response to Senegal's victory at the 2015 edition of Fiba's AfroBasket Women – a competition the country is considering hosting itself in 2019.

Diamniadio will also host events at the under-construction Dakar Expo Center, the brand-new Amadou-Mahtar-Mbow University and the Youth Olympic Village, with hopes that it will be ready by the end of 2020. The coastal resort of Saly, one of Senegal's main tourist destinations, will host water sports, beach sports and golf during the YOG.

### Infrastructure

In line with IOC requirements, Dakar, Diamniadio and Saly will offer 3,200 three-, four- and five-star rooms. With a major airport ideally placed for fans and athletes to travel to the three host destinations, a recently-constructed highway and a new railway system scheduled to be finished by early next year, all signs point towards Senegal having the necessary infrastructure in place to host the YOG.

This is a view shared by Edward Gregory, chief executive of Accelerate Sport, a Cape Town-based sports marketing agency. "I think this is a brilliant step for Africa," Gregory tells SportBusiness.

"Countries on the continent are making big strides economically and in the sporting landscape and events such as this help to not only bring exposure for these countries and what they do, but also to increase awareness in their own country.

"Outside of South Africa, which has hosted all three major World Cups [in football, cricket and rugby union] there have been very few major global events hosted on the African continent. This,



*"Being able to commit the significant guarantees these tournaments require has always been difficult to justify."*

**Edward Gregory** | chief executive, Accelerate Sport

alongside Botswana's successful hosting of the 2017 Netball World Youth Cup, illustrates the first signs of global sports organisations becoming open to African countries (outside South Africa) hosting major events."

Sport also forms a major part of President Sall's Plan Sénégal Émergent, a development model to accelerate the country's social and economic growth by 2035. Hosting an event such as the YOG will undoubtedly bring benefits but, as Gregory explains, it will be a balancing act.

"This is always a debated topic as it has to be successfully run to ensure that it is profitable," he says. "There are significant costs Dakar is going to incur during the next four-year period as they have committed to building a new stadium and more. However, if done properly and marketed correctly, there are significant financial benefits to hosting the YOG."

Gregory adds that the tourism boost that comes with hosting the YOG will not only be felt by Senegal, but also by neighbouring countries. "Major events attract a significant following and thus people travel from all over the world to attend these events, bringing direct economic investment into the country," he says.

"They then will often travel further before or after [the events] in that country, and also in surrounding

countries, using the opportunity of being there to explore.

"While not attracting as much attention as the Olympic Games, there is still significant broadcast and media coverage focused on the YOG and if Senegal is able to run a very successful tournament it not only puts the country in a positive light in terms of hosting, but also allows them to showcase other elements of Dakar and Senegal to the world."

### Testing ambitions

Africa's ambitions in the marketplace have been tested in recent times, with high-profile blows concerning three major events in particular.

In June, Morocco was defeated in its bid to host the 2026 Fifa World Cup by the joint proposal comprising the United States, Canada and Mexico. The United 2026 bid won 134 votes compared to Morocco's 65, in an election held during the Congress of Fifa, world football's governing body, ahead of this year's World Cup in Russia. Morocco also unsuccessfully bid to host the 1994, 1998, 2006 and 2010 tournaments.

Seven months before Morocco's setback, France was controversially awarded the hosting rights for the 2023 Rugby World Cup. World Rugby's decision went against the recommendation made by the Rugby World Cup Limited board the previous month, following detailed consideration of the host candidate evaluation report. It was a bitter blow to supporters of South Africa, which famously hosted the 1995 edition of the tournament.

It was the second major blow of the year for South Africa's event-hosting credentials. In March 2017, Durban was stripped of the right to stage the 2022 Commonwealth Games, having defaulted on a series of pledges to the Commonwealth Games Federation, with particular concerns about the financial guarantees for the event. The CGF has vowed to take the event to Africa for the first time in the future, although no target date has been set.

With the appetite for securing major events clearly present, Gregory believes there are three key challenges



## AFRICA'S MAJOR SPORTS EVENTS

**1995:** Rugby World Cup – **South Africa**

**1997:** Fifa U17 World Cup – **Egypt**

**2003:** Cricket World Cup – **South Africa, Zimbabwe and Kenya**

**2007:** ICC World Twenty20 – **South Africa**

**2009:** ICC Champions Trophy – **South Africa**

**2009:** Fifa U17 World Cup – **Nigeria**

**2009:** Fifa U20 World Cup – **Egypt**

**2010:** Fifa World Cup – **South Africa**



**2013-14:** Fifa Club World Cup – **Morocco**

**2015-present:** NBA Africa Game – **South Africa**

**2017:** Netball World Youth Cup – **Botswana**

**2022:** Summer Youth Olympic Games – **Senegal**

the continent faces when entering the bidding arena.

“Funding is always a major issue for African nations, as they are all considered developing nations and therefore being able to commit the significant guarantees these tournaments require has always been difficult to justify with funding needed for so many projects,” he says.

“In terms of transport infrastructure, these events bring tremendous amounts of people into a small area and as a result the host has to have a developed and strong transport network to ensure it can handle the increase without negatively affecting its citizens. African nations also have to compete against first world countries with more advanced technology, infrastructure and experience.”

### Addressing challenges

In terms of addressing these challenges to attract more major events to Africa, there has to be evidence of a clear legacy.

“The key for these countries is to use these events as a catalyst to improve the country or city that is hosting, therefore ensuring that if they spend money, it leaves behind a legacy that benefits the country for a long time to come,”

*“If one [country] displays the ability to host a major event, then should another country bid for a major event, it further enhances their chances.”*

**Edward Gregory** | chief executive, Accelerate Sport

Gregory said. “If they prove they can host this level of event they can start bidding for future events such as Fifa World Cups and Junior Fifa World Cups.”

The Dakar 2022 masterplan has been born to create a potential pathway to a summer Olympic Games in Africa. However, how realistic is this vision?

Looking back at Olympic bidding history since the turn of the century, African cities have only been in the running on two occasions. In the race for the 2004 Games, the South African city of Cape Town made it through to the final selection alongside Athens, Buenos Aires, Rome and Stockholm. Cape Town departed in the fourth and penultimate round of voting, with Athens ultimately going on to defeat Rome.

The Egyptian capital of Cairo was Africa’s representative for the 2008

Olympics, but failed to make it to the final five in the selection process, falling away alongside fellow bids from Bangkok, Havana, Kuala Lumpur and Seville.

In July of this year, the Egyptian government announced that the country would bid to host the 2030 Fifa World Cup and 2032 summer Olympic Games. Such a leap, though, would appear to be optimistic.

Gregory can see a road to an Olympics in Africa, but believes a maiden Commonwealth Games would be the next step on the multi-sports event path.

“The more African countries can continue to prove their ability in hosting major events, the closer it gets,” he adds. “One would think it is done on a country-to-country basis, but I firmly believe Africa is seen as a collective and if one [country] displays the ability to host a major event, then should another country bid for a major event, it further enhances their chances.”

“I think the next step is for the Commonwealth Games to be staged on the African continent and should that be a success it will only be a matter of time before the Olympic Games comes to Africa.” ○



# Putting sport at the heart of Peruvian life

Lima 2019 president **Carlos Neuhaus** looks forward to hosting the Pan American and Parapan American Games next year, and the impact they can have on Peru and its people.

**L**ima 2019 will be a world-class Games that puts sport at the heart of Peruvian life and establishes Lima as a new sports capital of the Americas. Peru has never delivered an event on this scale before and has never had the opportunity to achieve so much as a country through a single project.

These Games will be the culmination of a long-term national strategy geared toward matching the Peruvians' fierce passion for sport with the infrastructure to make Peru's sporting dreams a reality. We are a nation that can send 30,000 fans to the FIFA World Cup in Russia this year, but we have not built an Olympic swimming pool since 1962. Hosting major international events like the Pan American and Parapan American Games can be the catalyst for changing that imbalance.

Before Lima 2019 came the 2017 IOC Session, the biggest global gathering of the Olympic Movement outside the Games themselves. Before that the 2016 Asia-Pacific Economic Cooperation meetings and the 2013 Bolivarian Games. Each of these presented fresh opportunities for our country to build our capacity for hosting the world; to demonstrate our enthusiasm and our readiness to deliver on the global stage.

An event of the size and global significance of the Pan American and Parapan American Games will never be without its challenges. Early in the project there were delays in construction; there has been political uncertainty and devastating floods that have affected the whole country. But thanks to the hard work of a dedicated and passionate team, we have achieved a remarkable turnaround. Now we are firmly on track to stage a captivating sporting celebration that will leave a defining legacy for the city of Lima and Peru for generations to come.

Now our goal must be to deliver the right Games for our country and our citizens. In Peru, that means producing



*“To realise the Games’ full potential, we have sought industry-leading expertise from around the globe to eliminate risk, maximise efficiencies, and optimise the experience for every participant.”*

high-quality, efficient, transparent and affordable events. It means a tangible, valuable investment in our country's future. To realise the Games' full potential, we have sought industry-leading expertise from around the globe to eliminate risk, maximise efficiencies, and optimise the experience for every participant. In April 2017, we signed a government-to-government agreement with the United Kingdom, a nation with a proven track record in successfully planning, hosting and capitalising on major sporting events, particularly the London 2012 Olympic Games.

One of the key outcomes of our partnership with the UK government has been a streamlined procurement strategy that bypasses the lengthy process previously in place for public infrastructure projects in Peru. It has enabled us to accelerate key projects like the Pan American Village and VIDENA Sports Complex, and attract record interest from companies in Peru and around the world. That record interest has allowed Lima 2019 to secure competitive proposals and ensure the government's investment generates maximum benefit for communities in Lima and beyond.

Our key infrastructure projects are now all underway and scheduled to be delivered on time, with the overwhelming majority due to be completed by spring 2019. Lima 2019's procurement process has been the key to our project's growing momentum and I have no doubt it will become the best-practice blueprint for future government infrastructure projects in Peru.



(Dean Mouhtaropoulos/Getty Images)

So, despite our early hurdles, Lima 2019 is now in a position to deliver an exceptional Games. We will stage more sports and more disciplines than any Pan American and Parapan American Games in history. A number of those events will be Tokyo 2020 qualifiers, guaranteeing world-class competition from 6,700 of the continent's top athletes. Working with Panam Sports (the international organisation which represents the current 41 National Olympic Committees of North America, South America, Central America and the Caribbean), we've curated a unique sports programme that blends classic sports with innovative, youth-centric disciplines like surfing, skating and 3x3 basketball. So, alongside Team USA's swimmers, Jamaica's sprinters and Cuba's boxers, we'll see Peruvian athletes like surfer and Lima 2019 ambassador Sofía Mulánovich helping to connect our Games with the next generation of fans.

We look forward to welcoming international visitors, showing off all that Lima and Peru has to offer, from famous gastronomy to breathtaking archaeological sites and a cultural experience 4,000 years in the making. Visiting spectators are in line for a captivating spectacle with a bold Peruvian flavour as the Americas' best athletes arrive here for the first time.



Lima 2019 president Carlos Neuhaus

But those fabulous few weeks in 2019 will be just the start. What drives us every day is the vision of what comes next.

There's the short-term impact of 900 hours of the best of the Americas being broadcast from Lima, and 1.2 million tickets on sale. Experts forecast 900,000 additional tourists between 2018 and 2021, a 30-per-cent increase. The economic stimulus from preparation and hosting could see a 0.5-per-cent boost in GDP directly related to the Games, plus an anticipated multiplier effect in different economic sectors.

But more profound than Peru's place in the global shop window is the impact of bringing sport to Lima's underserved communities for the very first time. A recent survey found that the only

sport played by more than 10 per cent of Lima residents at least once a week is football, and 45.7 per cent do not practise any sport at all. That is not lack of appetite; that is lack of opportunity. And that is why we took the decision to dedicate 70 per cent of the Lima 2019 budget to sports and its related infrastructure.

We are committed to building a physical, bricks and mortar sports legacy for the people of Lima. After the Games, 20 new or upgraded venues will be available to schools, youth clubs, communities and elite athletes. They will have access to indoor arenas, tennis courts, all-weather pitches and a brand new Olympic swimming pool. At Lima 2019, not only do we have the opportunity to give young Peruvian athletes their best chance to thrive, but ultimately we can instil that culture of sports participation and active living that makes for happier, healthier and more cohesive communities.

Speaking as a proud Peruvian, a sports administrator and a father, it's an exciting prospect. But with a little under a year to go, we do not have a moment to lose. We have overcome obstacles, we have secured the best possible partners, we have given ourselves the best chance of success. All that is left is to stage the greatest and most impactful sports event in Peru's history. ○





# SportBusiness

## Helping you make more profitable decisions

Today's SportBusiness is a digital-first supplier of data, insight and analysis to the worldwide community of sports property owners, clubs, leagues, federations, media companies, agents, promoters and professional service providers; and anybody else who needs accurate, up to the minute information to make the best business decisions.

From September, SportBusiness' global information and data services will be available through four channels, each designed to maximise client benefit by providing the data they need when they need it. Here is an overview of those channels.



**SportBusiness**  
PROFESSIONAL

### **Insight and analysis for top decision-makers in sport**

Case studies on best-practice business strategies used by the top sports companies – based on exclusive insights from our team and the people who did the deals



**SportBusiness**  
MEDIA

### **Business-critical data for media executives**

Powered by TV Sports Markets, our service is the most trusted in the sports media community, providing reliable data and analysis on media rights deals



**SportBusiness**  
SPONSORSHIP

### **Business-critical data for sponsorship executives**

Providing data and analysis on how sponsorship is sold for over 2,000 properties, a decision-makers directory and insight into how sponsorships are activated



**SportBusiness**  
CONSULTING

### **Data-driven analysis, insight and advice on sport's most valuable commercial assets**

Our industry experts providing data-based insights to give you independent advice on key strategic projects

**Visit [sportbusiness.com](https://sportbusiness.com)**

For the *perfect event experience* make your...

# NEXT STOP GLASGOW



Glasgow ranked **No5 in the world** at the  
**2018 Ultimate Sports Cities Awards**

**PEOPLE  
MAKE  
GLASGOW**