

# HOSTING WINNERS

TRENDS IN SPORTS EVENT MANAGEMENT



**JANUARY 2010** Focus on

## Emerging Markets

- International Swimming's 'Aquatic Festival'
- Interview: Oznan Cakir, Promotion and Events Manager of the City of Istanbul
- Why does the 'map' lead to success?

# Emerging markets in focus

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



Last year brought a lot of excitement to the streets of Denmark as we celebrated the 'The Danish Year of Sport 2009'. Over the past twelve months, I think I can safely say that we had sports representatives from almost every country in the world either watching, discussing, or competing in sport in one of our Danish cities.

In October, Denmark hosted our biggest event of the year – the 121st IOC Session & XIII Olympic Congress. During this event, we were able to truly see the spirit of sport come alive and watch first-hand some of the developing trends in the event industry.

One of the most prominent trends, highlighted once again by the election of Rio as host for the 2016 Olympic Games, is the selection of emerging markets as hosts for major international sports events.

This trend started back in 2001 with the election of Beijing as host for the 2008 Olympic Games. At the time, China was seen as a new and enticing market for not only the Olympic Movement, but also for the world in general. The sport of football quickly followed suit, as we saw South Africa and Brazil being awarded the next two FIFA World Cups and Poland/Ukraine being selected as host for UEFA's 2012 EURO Football Championships. Many other international federations, including FINA and its selection of Dubai to host both the 2010 (short course) and 2013 World Championships, have also chosen new, emerging markets to host its championships.



## New markets, new opportunities and risks

It is clear why international sports organisations are interested in moving to new markets: new financial opportunities for sponsorship and of course, opportunities to further develop participation in each respective sport. South America, specifically Brazil, is a new market for the Olympic Games, and high profitability from the private sector is expected as a result of a new continent being awarded this major event. At the same time, Olympic sports, in general, are not overly popular in Brazil. The 2016 Olympic Games provide a new opportunity for international Olympic federations to develop sport in this vast, new market.

It is also clear why emerging nations are keen to invest in major sports events: for the benefit of demonstrating their strengths and attracting the world's attention through media coverage.

But, as with everything in life, there is always a risk when trying something new. From the sport's point of view, there is the risk that these markets may not actually generate new financial investments and sponsorships, that the sport is not found to be attractive in the new market, or that the capabilities to host large, complex events is simply not there.

**“Not only are events rotating around the continents, but they are also rotating between established and emerging markets.”**

From the cities' point of view, the risk exists that they can't actually host such a large-scale event and that the media coverage ends up doing more harm than good to the cities' image.

Despite the risk from both sides, however, the trend continues to grow and new countries are emerging in the sports event industry.

## The effect on the sports industry

As highlighted in the article by International Swimming (FINA), sports organisations are continually adapting their events to ensure that both established and emerging markets can successfully fulfil the criteria for hosting. For example, sports organisations are allowing creativity in regards to venues and facilities that, in the past, required heavy infrastructure. Temporary venues and events hosted outside of traditional facilities are becoming more commonplace for many international sports events.

The so-called 'rotation system' within international sports federations is also changing. Whereas before there seemed to be a continental rotation (although not always officially) to ensure that the sport was being developed across the globe, now there is a new dimension to this rotation. Not only are events rotating around the continents, but they are also rotating between established and emerging markets. This rotation system, although often unclear and inconsistent, needs to be recognised by bidding cities.

Emerging markets are certainly benefiting from this trend. New markets that were often ignored by international sports and media are being given the opportunity to shine. What about the established markets? Is it getting harder for them to secure events because they are well-known? This issue of Hosting Winners also explores this question.

The emerging market trend is advantageous for sport, in general – sport should continually be expanding and reaching out to new parts of the world. It may make the industry a bit more competitive, but competition drives innovation, and that is exactly what will keep the sports industry alive. ■



## Smart moves

**Sport Event Denmark closely follows the new initiatives taken in the international world of sport. In this column we give credit to the cities and sports organisations that are innovative, creative and aim to set new standards.**

### A smart move to promote an event

**The Danish Badminton Association** made a breakthrough in digital event communication during the Denmark Open, the Danish Badminton Super Series event held every year. The event, which was highly profiled through live streaming, web-interviews and liveblogging in three languages, also utilised new media platforms such as Twitter and Facebook. All the platforms were Iframed and provided RSS-feed on the entirely new [www.denmarkopen.dk](http://www.denmarkopen.dk) in English, which was elected to be "Website of the Month" by one of the biggest international badminton sites.

### A smart move to boost sports performance

**The Australian Olympic Committee (AOC)** and its sponsor Adidas have established a Medal Incentive Funding Programme to provide financial assistance to successful Beijing 2008 Olympic medalists and aspiring London 2012 Olympians. This commitment by AOC and Adidas has had a meaningful impact on athletes. It has given them the ability to prolong training in their respective sports and to continue pursuing their Olympic dreams.

### A smart move to train national members

**The International Sailing Federation (ISAF)** has launched the 'Sport Specific Training in Sailing Course' to develop qualified Training Programme Managers around the world. This training course, funded by Olympic Solidarity, is the first Scholarship of its kind for any international federation. The eight-week Scholarship will train and develop potential National Sail Training Programme Managers as part of ISAF's ongoing efforts to develop youth sailing and participation in grass roots training worldwide.

### A smart move to exchange knowledge

**SportAccord** recently concluded its third annual IF Forum – a platform for International Federations to come together for discussion and interactive learning. This year's forum, held in Lausanne, attracted over 250 representatives from over 70 different international federations to discuss challenging and relevant issues. "IF revenue generation" and "Reaching out to youth through sport" were the two themes chosen for workshop discussions.

### A smart move to recognise one's outstanding contribution

Gilbert Felli, the Executive Director of the International Olympic Committee (IOC), received The Outstanding Contribution Award for his work with the Olympic Movement at the Sports Event Management Awards 2009 in London. The Awards recognise the innovation and skills of the people and organisations that make sports events happen. Mr. Felli's role in overseeing some of the most sprawling, complex events in sports, from producing the technical evaluation of the four 2016 candidate cities to overseeing progress on the first Youth Olympic Games, is immense.

# International Swimming's 'Aquatic Festival'



The International Swimming Federation, FINA, has turned their top event into a broader 'Aquatic Festival'. FINA Executive Director, Cornel Marculescu, explains how FINA has created an event that can be hosted by both established and emerging markets.

**Cornel Marculescu**  
FINA Executive Director

Over the years, the FINA World Championships – both long and short course – have become an attractive product for a city looking to host a major sports event. For the last few editions of our main event, FINA has been privileged to receive many prestigious bids: some from well-known and reputable sport event nations and others from nations that are emerging on an economical scale in the global market.

Athens (2000), Barcelona (2003), Montreal (2005) and Rome (2009) belong to the first group. Besides their natural attractiveness, they are experienced cities in terms of hosting high-quality sport events. Shanghai (2006, 2011) or Dubai (2010, 2013) can be included in the second category. They are fast-growing markets, avid to host major sports championships in order to become a reference in this area.

The advantages of the FINA World Championships for either type of host are obvious: the economical impact of the championships can double, sometimes even triple the operations budget of the Organising Committee!

To further encourage potential bidders, this event has been coined an 'Aquatic Festival' due to its concentration of spectacular and exciting venues, the existence of a Hospitality Village (including a commercial area), the presence of our Stars, the thousands of spectators in the stands and the billions of TV viewers worldwide. This format also

**"FINA has been privileged to receive many prestigious bids"**





allows for more flexibility in media coverage, greater exposure for sponsors and partners, and increased marketing opportunities for ticket sales.

Besides the selection of the right host cities, two other main developments were essential to enhance our World Championships and to develop the worldwide perception that the event was indeed a festival: the use of temporary pools (creating an aquatic environment) and the introduction of prize money for medallists at World Championships and World Record holders.

**Flexible facilities**

Through an agreement between FINA and the swimming pool constructor partner, at least one swimming pool is provided, free of charge, to the organisers of the Championships. This concept provides a greater flexibility in running a World Championship. We can say that today anything is possible! FINA has held a World Championship in the NBA Indiana Pacers arena (Conseco Fieldhouse) in Indianapolis (USA) and in the Palau Saint Jordi in Barcelona (ESP), we have transformed the Rod Laver Arena (usually used for tennis) into a splendid swimming pool in Melbourne (AUS) and we even organised a World Championship in the most emblematic beach in the planet, Copacabana in Rio de Janeiro (BRA)!

**Top athletes**

Finally, the introduction and consequent reinforcement of prize money at our main events helped in attracting the best athletes to compete. This progress is now a reality in our FINA World Championships as well as in the “Big Five” annual events of our international federation: the Swimming World Cup, the Water Polo World League, the Diving World Series, the 10km Marathon Swimming World Cup, and the Synchro World Trophy. In 2009, FINA will provide over USD 6 million in prize money to our stars through all these events.

All these reasons led to an unprecedented success at our last World Championships, held in July in Rome: 3.59 billion TV viewers were able to share the images of our aquatic sports for 15 days. Half of the planet’s population followed the 13<sup>th</sup> FINA World Championships! ■



# Turkey is becoming a great sporting nation

**T**urkey, globally recognized as an emerging market, has taken great steps creating a solid reputation within the international sports industry. Over the past five years, Turkish leaders have effectively acquired a number of major sports events through successful positioning of not only their country, but also their passion and their people. In this issue, Hosting Winners asked Promotion and Events Manager of the City of Istanbul, Mr. Ozan Cakir, to elaborate on this positioning strategy and explain the Turkish journey of becoming a great sporting nation.

Turkey is hosting numerous major sports events such as the Basketball, Swimming and Golf World Championships. It is truly emerging as an important country in international sport.

## 1. What have your main objectives been in attracting all of these events?

Turkey is a passionate sports country. We have a young population and an economy that has experienced strong growth in the past years. Hosting major sports events is a way for us to engage and excite our population and promote our country and cities to the world. For Istanbul, sport events are the best platform to introduce our exciting city to an international audience. It is a great opportunity for us to showcase major developments in terms of culture, business and infrastructure that have happened in Istanbul over the past year.

## 2. Are the other national sports federations, who may have previously denied it was possible to host international events, been showing more interest now that the Turkish government has clearly demonstrated that it is capable and interested in investing in sports events?

Our iconic location and the symbolic value of being situated between Europe and Asia attracts many sports federations that are interested in staging their events in a different and more spectacular way that will be remembered. Our relationship with the international sports federations have also become stronger because they know they can count on us to not only host major sports events, but also youth events and other sports competitions.

## 3. Has the hype surrounding the bidding successes for these events resulted in the private sector taking sport more 'seriously' in Turkey?

Our government and city councils are the main financial supporters of sport events. The many successfully hosted sports events have also raised the interest of the private sector. The private sector has definitely noticed the power of sports. They



work with us not only as sponsors, but also as close partners to develop new technologies for hosting and promoting events.

## 4. What do you think other emerging markets in terms of sports events can learn from your experience thus far?

We believe in thinking and dreaming big. To reach our goal of hosting the world's biggest events, we have built up our organisational skills through the hosting of many smaller events. In Istanbul, the city is always fully behind the event. We always try to be creative in the delivery of the event and attempt to add value to the event by thinking of new ways to present the sport. However, the most crucial advice we can give is to build trust with the sports federations by delivering great events and showing that your commitment to the sport is long-term – not just a one-off event.

## 5. What are the next steps for Turkey and Istanbul?

As I said, we think big. Our ultimate goal is to host the Olympic Games, which we are currently preparing to bid for in 2013 (for the 2020 Games). With the growing division between the East and the West, Istanbul provides the perfect platform for the message of peace and understanding between cultures. Moreover, Istanbul is a city on the move. The average age of our population is 26. We are a symbol of the new world and we have a new and ambitious generation ready to take the responsibility to develop and energise our country. ■

# Why does the ‘map’ lead to success?

Hanne Sejer,

Deputy Chief Executive, Sport Event Denmark

Following Rio’s success in Copenhagen as the newly elected host city for the 2016 Olympic Games, there was a lot of talk about what led to their victory. One of the most frequent comments from sports enthusiasts has been that the use of the map in Rio’s presentation was pure genius.

The Rio map was developed and designed to demonstrate one important key fact: the Olympic Games had never been to South America. It was a direct message that landed heavily on each and every conscience of the IOC membership.

But, the concept of emerging markets can be viewed from a different perspective also. When a country has no tradition for a certain sport – the ‘sporting events map’ could be pulled as an argument. For example: Wrestling is a major sport, especially in the Middle East. It is an old Olympic sport. But Denmark is not by any means a major wrestling nation – and thus nowhere to be found on the traditional wrestling map. We had never before hosted the world championships in wrestling. But the World Championships taking place in Denmark in 2009 were nevertheless a great success – not least in terms of spectators.

## Adding value

So even though Denmark by no means is an “emerging market”, in the traditional sense of the term with regard to wrestling, we

were bidding for the world championships. And by coming from the outside we were able to offer a new perspective, capitalizing on our good reputation from other sports. The international federation could be sure that we in Denmark were up to the task of organising the event, based on our earlier experiences. In this case, for example, we tried to add value to the event in terms of the social aspects, while still making sure that the basics, transportation, hotels etc. were in place.

Among the initiatives never before to be seen at a world wrestling championships was a Youth Camp for young wrestlers from around the world, and they enjoyed training sessions with top coaches. We also created a “Global Youth Reporter” project where some of the young people were provided with cameras and laptops. They then reported back to their home countries during the championships.

And finally, the event played a role in the efforts to integrate ethnic-minority-groups living in Denmark, and to promote sport to these groups, because wrestling is very popular among these communities.

So in order to develop the sport further and create new commercial opportunities for the sport, the event has to take a risk in a new market. But by choosing a traditional organiser for an untraditional event, in this case Denmark, the risks can be minimized.

A potential host city will have to consider whether it is the right time to play up the ‘map’ argument and highlight that they are a new emerging market. ■

## Athletes’ Corner

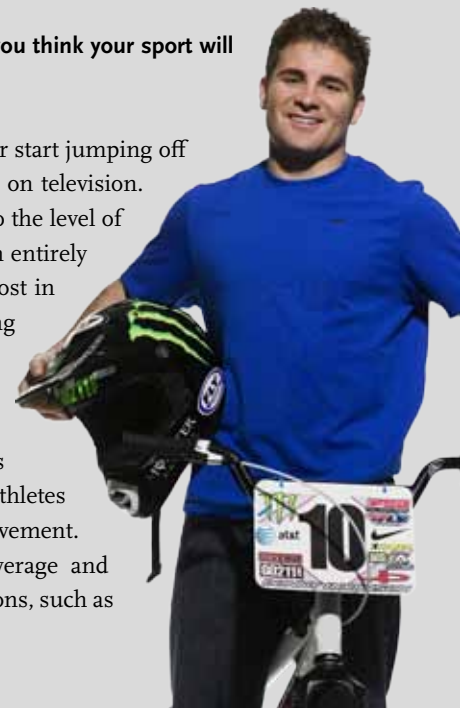
Donny Robinson,

2008 Olympic BMX Bronze Medalist and 2009 World Champion

**W**hat has it meant to BMX athletes to have the opportunity to join the Olympic Games, and do you think your sport will benefit from going to new markets, such as Brazil in 2016?

On a personal level, joining the Olympics is a dream come true for me. BMX Racers, who made their start jumping off curbs on the street, are proud to now be part of a movement that we were once only able to watch on television. In recent years, BMX racing has fallen somewhat short of other action sport disciplines in regards to the level of media attention and sponsorship interest it has received. However, Beijing elevated supercross to an entirely new level and looking ahead to the 2012 and 2016 Olympic Games, I believe we will see a huge boost in global participation and subsequent corporate interest similar to snowboarding’s explosion following the 2002 Winter Games.

By continuing to expose BMX racing in new markets, we’ll increase its overall global popularity, which will ultimately add a much needed youthful flare to the Summer Games. BMX racing brings many unique elements to the table. Among them, BMX racing offers a chance for fans to see clean athletes competing in an edgy sport, which I hope will engage a younger demographic in the Olympic Movement. Introducing BMX racing to new markets will not only increase rider participation, media coverage and sponsorship interest, it will also benefit the communities and organisations that host BMX competitions, such as Copenhagen (Denmark) for the 2011 BMX World Championships.



# Events Calender

Below is a selection of events covering the period until the next edition of "Hosting Winners".

## January

- 21-24** FISA Executive Committee Board Meeting 2010 (rowing)  
*Broendby, Copenhagen*

## March

- 19-21** 2010 IOC Youth Olympic Games  
Badminton Qualification  
*Svendborg*
- 25-28** UCI Track World Championships 2010 (cycling)  
*Ballerup, Copenhagen*
- 26-28** FIE World Cup, Trekanten International (fencing)  
*Copenhagen*

## April

- 11-18** IIHF World U18 Championship 2010  
Division 1 (icehockey)  
*Herning*

## May

- 7-8** UCI BMX Supercross World Cup 2010  
*Copenhagen*
- 22-23** European Rugby Championships qualification tournament  
*Odense*

## July

- 1-8** IOF World junior orienteering Championships 2010  
*Host city to be elected*
- 6-10** European Golf Championships 2010, girls  
*Aalborg*
- 10-16** UEG Eurogym 2010 (gymnastics)  
*Odense*
- 25-6.08** 505 World Championship 2010 (yachting)  
*Aarhus*
- 29-30** World Cup team speedway 2010  
*Vojens/Haderslev*

## August

- 2-8** e-Boks Danish Open WTA Tour 2010  
*Farum, Copenhagen*
- 3-10** Danish Open Match Race 2010  
*Gentofte, Copenhagen*
- 4-10** Youth European Dinghy Championship 2010 (yachting)  
*Aarhus*
- 15** Challenge Copenhagen 2010 (ironman, triathlon)  
*Copenhagen*



For the complete list of events  
[sporteventdenmark.com](http://sporteventdenmark.com)

## Feeding Winners

### Plaice with lemon parsley butter and crushed potatoes recipe

#### Ingredients

300g small new potatoes • small pack fresh flat-leaf parsley • 2 x 150g plaice fillets with skin • 1 lemon • 3 tbsp olive oil • 2 tbsp plain flour • 25g butter

#### Method

1. Boil potatoes, halved, in salted water for 10 minutes or until tender. Drain, return to the pan and roughly crush with a fork. Season and stir in 2 tablespoons olive oil and a handful chopped fresh flat-leaf parsley.
2. Meanwhile, season plaice fillets and dust with a little plain flour. Heat 1 tablespoon olive oil in a large frying pan over high heat. Add the fish, skin-side down, and cook for 2 minutes. Carefully turn over and cook for a further 2 minutes, or until cooked through. Transfer to 2 serving plates.



3. Melt butter in a hot pan. Squeeze the lemon over the pan until approximately half the juice has been squeezed, add a handful of chopped fresh flat-leaf parsley and some seasoning. Drizzle over the plaice and spoon the potatoes alongside. Squeeze the remainder of the lemon juice over the dish. Add cooked broccoli, if you like.

This recipe was taken from [Channel4.com/food/](http://Channel4.com/food/)

Published four times a year

Distribution: 2000

Edited by: Sport Event Denmark

Photos: Visit Denmark, Polfoto and others

Graphic Design: Formegon

Send questions, comments and article proposals to Editor, Sport Event Denmark, Idrættens Hus, Broendby Stadion 20, 2605 Broendby, Denmark or email Eline Andersen: [ea@sporteventdenmark.com](mailto:ea@sporteventdenmark.com) [sporteventdenmark.com](http://sporteventdenmark.com)

SPORT EVENT DENMARK

Hosting Winners

