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In

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TITLE:

"The Analysis of EMBOK framework for implementation of quality standards in sporting events, and its use in creation of an event industry in developing countries."

SUPERVISOR   **: Professor Alessandro Brun**

Submitted by   **: Amit Koirala**

Student ID. Number: 10327497

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Abstract:

The event industry is quickly and ever growing business. It is becoming a challenge for the professionals to cope with the scope of event industry as it is highly diversified. Thus there is a need for the standard set of task and procedures for the people involved in the industry to look into as guidance. The quality of the event also depends on the performance of each and every parties involved in the process. The number of activities involved in events is vast. Thus managing a successful event is both a huge challenge and opportunity for any organization.

This work briefly describes the scopes of event management taking in the reference of managing the cycling road race (Tirreno-Adriatico) held in Italy. The work mainly focuses on the implementation phase of the event from a perspective of Logistics and operations. The processes involved in the planning and implementation phases are discussed with a prospect of keeping the logistics and operations department as the centre for both providing both supplies and information.

The newly developed framework of event management body of knowledge (EMBOK) is analyzed and presented as the tool for benchmarking the current procedures for smoothly and efficiently carrying out the tasks and procedures to improve the quality of the process. The EMBOK is also considered as the model to develop the event industries in developing countries.

1. The objective:

The main objective of this work is to provide a vision of a sporting event organization and the processes involved during the implementation phase of such event. The study presents the critical to quality factors involved in the organization of the races and the necessary processes involved. The study also presents the overview of the newly generated model in the event management field known as the EMBOK (international Event Management Body of Knowledge). It is a framework that presents the different knowledge domains, phases and processes involved in the event management. It is an open source framework and itself is in the process of development through the contribution of professionals involved in the field.

1.1 Background:

The purpose of this project is to view how the event day is managed in terms of operations and logistics and study the criticalities of the process. The process referred to in this project will be the cycling road race (organized by the RCS sport in Italy).The organization of an event involves a lot of work and coordination between all the departments such as Administration, marketing, media and communications, operations and logistics, Finance etc. But considering the purpose of the study the work here is not presented on the basis of the economic factors, sponsorship or the greatness of the event. It is mainly concerned with the planning and the control of the event.

This study will present the possibility of managing an event even in a very low facilitated environment (places in context of infrastructure as well as with least managerial approaches.). The issue of professional approach for event management has been relatively new although its originality can be found to be ancient. But still if we look at the tools and ideas that are used today in organizing an event is burrowed from other fields such as Project management and the working experience of the Manager themselves from whichever background they come from. The idea to look into this area generated to me because event industry is one of the growing industry today and has lots of areas that are to be looked upon. It still has lots of issues to be solved and faces lots of

challenges. And another reason to attract me to look upon this area for me is to look for ways and methods that are applicable to use for conducting different events in countries like Nepal (where I come from) where it is even more challenging job to organize and host events. The hosting of events in least developed countries like Nepal is more important for its development in terms of economical social and cultural aspects. It will also be a new experience for the organizers if they can span their boundary to new places and excitement for the participants. I got a chance to be a part of sport events here in Italy for a time being where I engaged voluntarily in some of the events myself. Though the events were both related to sports the subject matter does not end there. One of the sport events was a cross-country ski race and the other was a cycling road race. Both the events were of international standard and participants coming from all around the world. When involved in these events and thanks to my friend Alberto Celani whose suggestions helped me to make some efforts in this area. It clicked in my mind that successfully organizing events will bring the host community into popularity and can be a source to attract tourism. And to put in the value for the customer which has become very important in any business and even sports organizations cannot leave themselves out of it.

But the focus here is going to be based on much lower scale as there are many constraints and limitations to be dealt with. With a case reference of cycling road race and some reference to a ski racing it is going to be analyzed the potentiality of organizing an event in terms of operations and logistics. With some difficulties and problems faced by the hosts and the organizers will be covered to some extent.

2. The Events perspective:

Any form of activity that is done by people other than daily set of activities can be considered as event. But more precisely events can be defined as a set of activities that is performed by private or public group or organization targeting a certain community or people who share the same interest. The events can vary according to its nature and purpose. Most general idea of the variability of the form of event can be presented as;
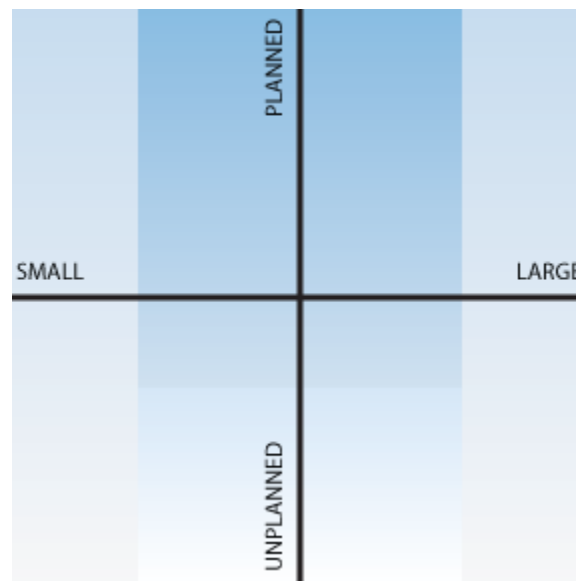
Fig 1: Form of Events

Planned events are spatial-temporal phenomenon and each event is unique with the involvement of different people, various interactions among the settings and the management itself including design elements and the program. Much of the appeal of events is that they are never the same, and you have to 'be there' to enjoy the unique experience fully. Planned events are all created for a purpose, and now the professionals and entrepreneurs are largely attracted to this area, while few decades back it was only individuals and communities involved. The reasons for this transformation can be put as events satisfy numerous strategic objectives and have advanced to an area of professional practice. It is now a professional field related to design, production and management of

entertainment, recreation, sport and arts, political, scientific and those in the domain of business.

Some academic definition of events can be presented as:

"A unique moment in time celebrated with ceremony and ritual to satisfy specific needs." (Goldblatt, 2005)

"Events are temporary occurrences …They have a finite length, and for planned events this is usually fixed and publicized." (Getz 1997, p 4)
Getz (1997) further extends **"events are transient, and every event is a unique blending of its duration, setting, management, and people".**
Though there has been plenty of definition regarding events, it cannot be standardized because each event varies in its own kind and the perspective differs. A definition by Shone and Parry regarding the special event can be put as

"Special events are that phenomenon arising from those non-routine occasions which have leisure, cultural, personal or organizational objectives set apart from the normal activity of daily life, whose purpose is to enlighten, celebrate, entertain or challenge the experience of a group of people"
(Shone & Parry 2004, p. 3)

The events can be categorized in different forms depending on the organization of its purpose. The magnitude of the event can vary from personal events such as birthdays, or weddings to sporting events like a football match or Cycling Tours to Olympics.

A categorization of special events can be presented as:
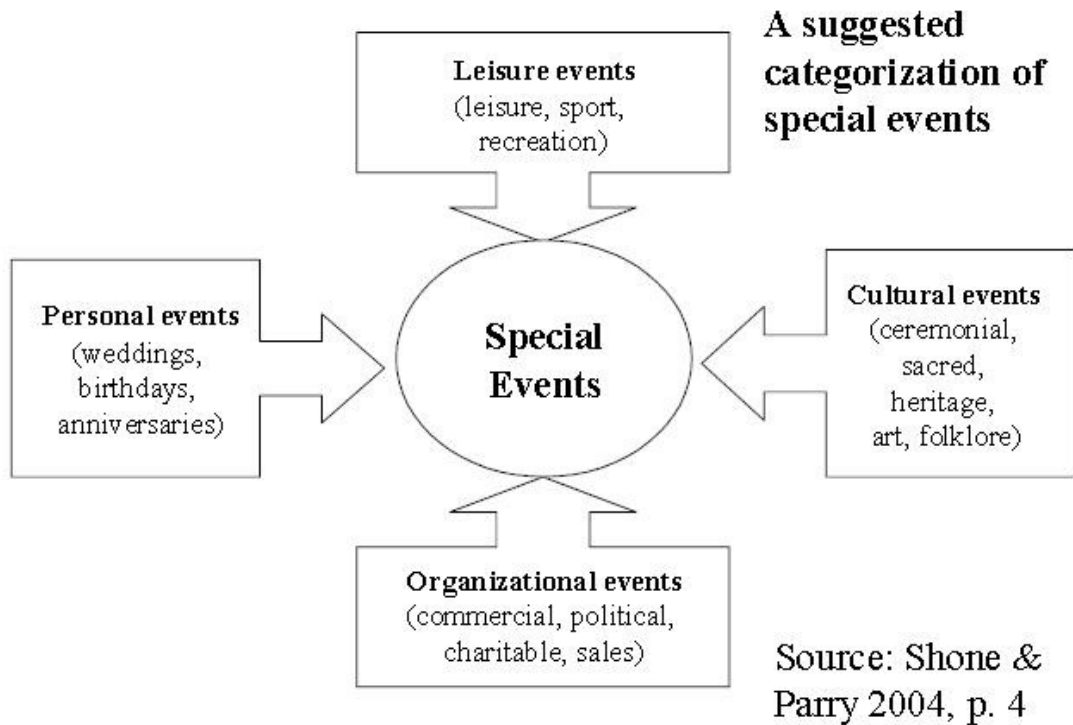
Fig 2 :Event catagorization

The chosen category for the purpose of this study is sport which normally is categorized under the Leisure Event. The field of sport covers a lot of area and is not possible to generalize the whole sport organizations into one category. Hence for this study I have considered a event in road cycling as the subject to focus.

2.1 The history of cycling:

The history of cycling itself has been the topic of debates in the recent past as to track the origins of its existence. There are conferences held and papers presented by the groups, communities and associations of different kind relating to cycling. For the purpose of briefing out the history of cycling as the topic here involves cycling itself, I have made a base regarding the research project led by Dr. Manuel Stoffers in the Project "**The cycling history bibliography**". It has been presented that the etymology of the word is still a riddle but one explanation

concluded that its origin can be probably related to southern-Dutch verb *vietse* meaning "to move quickly".

Before the word bicycle was coined by the Belgian newspaper La Gaulois in the 1890s bikes were known primarily as ***velocipedes***(deriving from the Latin word velox meaning quick and pe'de or ped meaning having a foot) which represented any vehicle with wheels driven by riders.

But leaving the origins of the word or the cycle itself aside it can be concluded that the first cycles were merely designed and used as the mode of the transportation. Then with the time following it gained its purposes in many other things such as for children's toys recreation, various kinds of services and eventually in bicycles races.

2.2 Mass Bicycle Production and Popularity:

Mass production of the bicycle began in the year 1890, and the early nineties when bicycles began their run of intense popularity. This marked an important period in the history of cycling, and it was after this that bicycles began to have important uses, including for messenger services. The history of cycling then continued on with several more important dates standing out, including the year 1986 when Nielson and Department of the Interior surveys showed that, as a participatory sport, cycling was the world's third most popular, aside from general exercise and swimming.

2.3 The different categories:
Bikes are used in several of categories. Few are described below.

2.3.1 Mode of transport:-
With the world taking about saving precious energy and environment from the pollution bicycles are the best modes of transportation for the short distances in the urban community. Bicycles have become the mode of transportation from its early beginning and are still popular in almost every part of the world.

In urban communities mostly in the developed cities there have been various kinds of programs supporting the development of the cycling community either by the state or private organizations.

Fig 3: community rides in urban cities

Recently the growth of the urban cycling community has been growing significantly as the concern for the consumption of energy has been a growing issue.

2.3.2 Recreation:-

Cycles have been the most used vevicle for the recreational purposes , may it be the outing in the mountains or roaming around the cities.Mostly in the western culture we see people putting their bikes in top of their cars going camping.

2.3.3 Other services:-

The cycles have also been used mostly in the services sector, providing various kinds of services to the people. There are different kinds of small vendors coming to the doorsteps with flowers or vegetables or some food vendor in his bicycle or tricycle selling his stuffs in the street corner. The bicycles have also been used as courier services or the postal servises in the past in the developed countries and still in large amount in the less developed world.

2.3.4 Cycling races:-

There different kinds of cycling races in the world. It could be indoors or outdoors. It could be a long list of categories but desscribing briefly among the most popular types are:

i)   Road racing

These are the typical races that may be one day races ,criterium time trials or the multistage races that lasts a week ao more.The examples of classic one day races are Ronde van Vlaanderen or milano-san remo and the longer multistages races that are the part of the Grand tour Tirreno-Adriatico, Giro d'italia or Tour de France.

ii)   Track cycling:

These races are done on the banked tracks or the velodromes as it is called. There are various categories of races that consists of individual racing as well as the team . The competitors use track cycles that do not have brakes and freewheels.

iii)   Mountain bike races

These races are also called off –road races. The varieties of races involved in these races are cross- country ,downhill and also four cross races.The UCI organises the mountain bike marathon world championship anually.

iv)   Other races includes:

BMX races are sprint on purposely built off-road single lap tracks. Bikers ride in the dirt course of jumps, banked and flat corners.

A *bike trial* is a race where the rider of the bikes navigates through manmade or the natural obstacles. Some other races include *cycle speedway* or *motor paced racing*.

2.4 Early history of the cycling as sport:

Cycling as a sport officially began on May 31, 1868, with a 1,200-metre race between the fountains and the entrance of Saint-Cloud Park (near Paris). The winner was James Moore, an 18-year-old expatriate Englishman from Paris. On Nov. 7, 1869, the first city-to-city race was held between Paris and Rouen; again Moore was the winner, having covered the 135 km in 10 hours 25 minutes, including time spent walking his bicycle up the steeper hills. While road racing became common within a few years in continental Europe, in England the deteriorated conditions of the roads made them unsuitable, and therefore the sport there focused on the track or time trials.

2.5 Modern sport racing:

The development of racing as a popular sport in Europe began in the 1890s with the improvement in road conditions and the introduction of some of the one-day classics that continue to this day (for example, the Paris-Roubaix race). After France and Belgium, races were introduced in Italy, Spain, and the Netherlands. In 1903 the 21-day-long Tour de France was inaugurated and has continued every year since except during World Wars I and II. Ranking just behind this premier race are the grand three-week tours of Italy (the Giro d'Italia) and Spain (the Vuelta a España). Usually, the Giro is held in May and June, the Tour de France in July, the Vuelta in September, and the World Championships in October.

European road racing was under the sponsorship of bicycle manufacturers until the late 1920s, when national and regional teams were introduced. Trade sponsors returned after World War II but with the waning of bicycle manufacturers, teams began turning to various sponsors, including automobile manufacturers, insurance companies, and banks.

Countries or Regions		Months
Australia and Malaysia		January (race season begin)
USA and Europe	**Typical months for Grand Tours**	February through October (The race continues)
Tour de France	July	
Giro d'Italia	May and June	
Vuelta a España	September	
World championships		October
Asia		November and December(the race season ends)

Table 1: Cycling Calendar (unofficial)

For most riders, the season includes about 120 days of competition spread over eight months.

2.6 The road Race:

The sport is governed overall by the Union Cycliste Internationale (UCI) or International cycling union, which is based in Switzerland, and by the cycling federation of each country. Categories of competition during the season include time trials, which can be an individual or team event; one-day, or classic, races in which distances can vary between 200 and 280 km for professionals and 140 to 200 km for amateurs; and multiday, or stage, races, basically a series of classic races run on successive days. The winner of a stage race is the rider with lowest aggregate time for all stages. (The UCI calendar is attached in the appendix).

2.7 Introducing Tirreno Adriatico and Giro d'Italia:

Both the races are organized by RCS sports the organizer for La Gazzetta dello Sport and placed in the UCI world ranking calendar.

The Tirreno-Adriatico (or Tyrrhenian-Adriatic) is also known as the race between the two seas. The race starts at early march. The one week race course this year started from the beautiful coast of Livorno with the time trial and finished at the port of San Benedetto del Tronto in the coast of Adriatico with the individual time trial. The race is considered one of the toughest in the category and the courses vary from the steep climb to fast down-hills and plain roads. The riders fight for the glory of the pride as the winner gets the Triton (or Tritone) symbolizing the ruler of the sea. The first edition of the race was introduced in the year 1944 A.D.

The Grand tour consists of the three races Tour de France which is considered the most prestigious tour of cycling with Giro d'Italia and the Vuelta a España. The Giro d'Italia is a three week race that is among the Grand Tour of the UCI .The first edition of the race was held in 1909 and the races were halted during the two world wars, other than the races have been continuously organized without any interruption.

3. A brief Introduction of RCS sport:

The La Gazzetta dello Sport founded in 1896 and soon from the time of its establishment the paper immediately took the parallel role of organizing races, competition and championship. The 'pink' paper is a popular sports journal in Italy. The RCS sport was formed in 1989 officially when RCS Organizzazioni Sportive was founded as a company independent from Gazzetta.

3.1 The top management:

The Top management of the RCS Sport consists of the chairman and then the directors and managers taking the responsibilities.
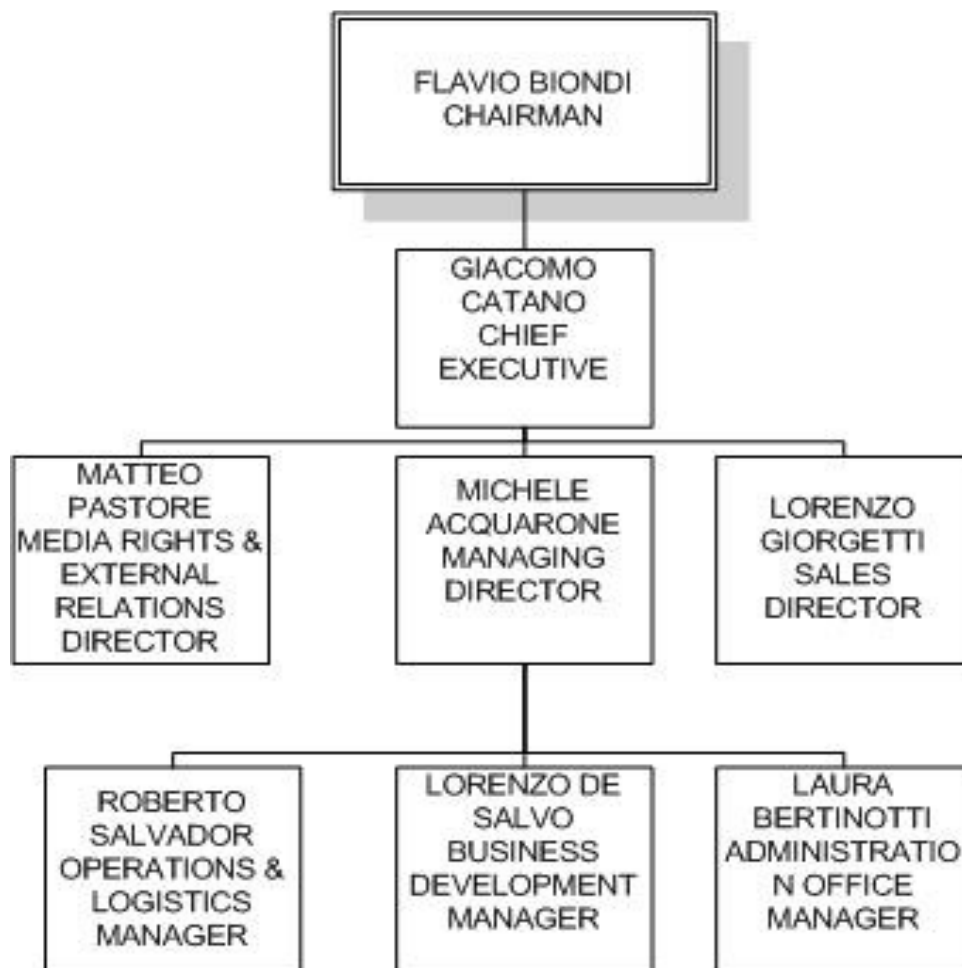
Fig 4: The Top management of the RCS Sport

3.2 A quick history:
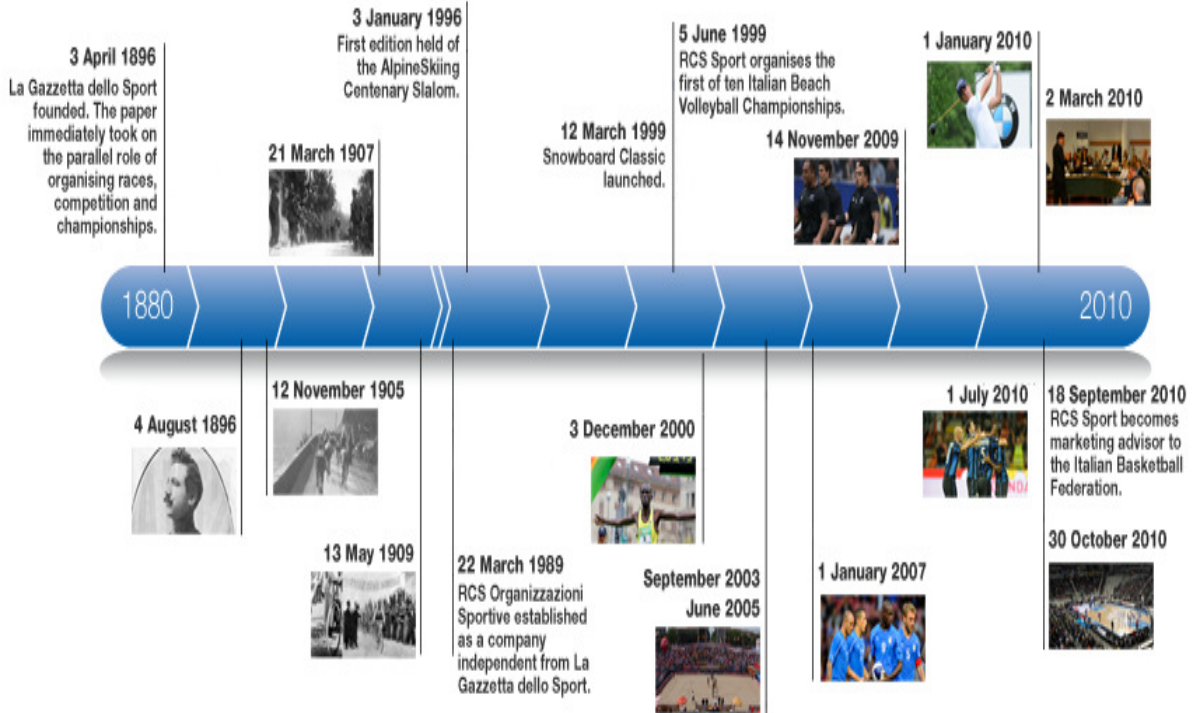
Fig 5: RCS Sport a quick history

3.3 The product portfolio:

The product portfolio of the sport events organized by RCS sport involves a lot of international events as well as the national sports.
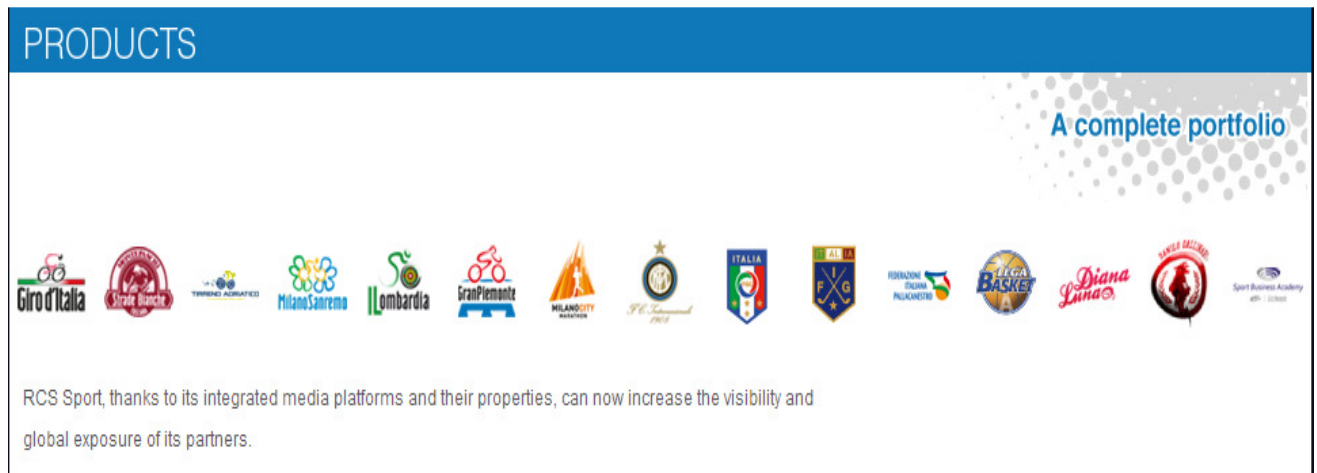
Fig 6: The product portfolio of the company

3.4 The other activities provided as service provider:

Other activities performed by the company as a service provider to its partners with the view of generating infinite opportunities in the world of sports:

- Sponsorships
- Licensing
- Account Management
- Media Rights
- Communication & Media Planning
- Brand
- Concept Development
- Event Operations & Hospitality
- Ticketing & Venue Services
- Celebrities
- Training and Academies

4. The Logistic department and its functions:

4.1 The role and responsibilities of the logistic department:

The logistic department acts as the connection point for all the other departments. This department works with all the other sectors related in helping them get what they want. In a way it acts as the flow point of both information and the materials. The basic function of the logistic department can be listed as:

- *To locate, implement and manage the structures as required for the proper running of the races. For example setting up the pavilion, stands, parking areas, bridges and arches etc.*
- *To locate, implement and manage the necessary technical equipments required during the race. For example the radio/telecommunications networks, the display screens, timing equipments, computer systems etc.*

- *To locate, implement and manage the necessary equipments required during the races. For example setting up barriers, movable toilets, and safety equipments.*
- *To locate, implement and manage the necessary hospitality services that is required during the event of the race. For example the catering, accommodation, transport etc.*
- *Managing the fleet of cars and motorbikes that are needed to run during the event in the race course.*
- *To take all the necessary authorization for the installation of all the structures and the equipments from the concerned authorities before the start of the race.*

4.2 The function of the Logistic and operation department in regards to the organization of the races:

The Logistic and operation department is responsible for the smooth operation of the race. The work dimension involves mainly concerning the three phases of the race. The phases involve the preparation before the race, during the race and after the race. The main job of the department is to prepare the list of suppliers required for the proper organization of the race, select the best and negotiate with them. The functions of the department can be listed as:

The UCI dictates that "*The organizer is solely responsible for the safety of all the participants and the personnel involved and the quality of the organizations and the installations of the race. The UCI control of the event through the International commissar is only in the matters related to the sport.* "

4.2.1 Before the event:
The processes involved in the planning phase for the event:

1: Start the planning phase from the Scheduled date for the event.

2: The process starts within the limited time frame in the case of an event as the date is already fixed and cannot be changed or delayed until and unless it is an emergency (e.g. natural calamities or wars etc).

3: After the bidding for the places and the final places decided for the race (the selection depends on the infrastructure of the host town and the capability to hold the race) make a visit to the listed track route for gathering all the required information.

4: finalize the places where the race (tour) passes through in coordination from the experts from the sports department.

5: After the places are finalized communicate with the municipal corporation (commune) in cooperation with the local authorities and the ministry of sports to arrange for the securities and management of traffic for clearing the road during the race for the day of the events.

6: Make available the emergency services and hospitals that may be required in case of some unforeseen incidents that may occur during the event. It is a high priority task in road cycling.

7: Prepare the list of suppliers for the necessary equipments and (which is mostly based on the previous experiences and connection)

8: Enlist the probable suppliers based on their capability and the cost incurred.

9: Negotiate with the suppliers and select the best.

10: The selection has to be considered with regards to all the rules and regulation of the authorizing bodies and safety of the riders and all the parties should be a priority.

11: Before the final prints are made on the flexes and the boards to be displayed in the race, the blue print of the design is prepared and approved by the sponsors.

12: Placing the banners and the flexes with logos of the sponsors at the right places in the construction of the stages and tracks.

The processes can be shown in the following logical flow: The diagram presented here is based on the description of the process explained by personnel involved in the logistic department. It does not represent detailed process flow model carried out, but presents a brief flow of the tasks that is necessary to be carried out in the course of the event.
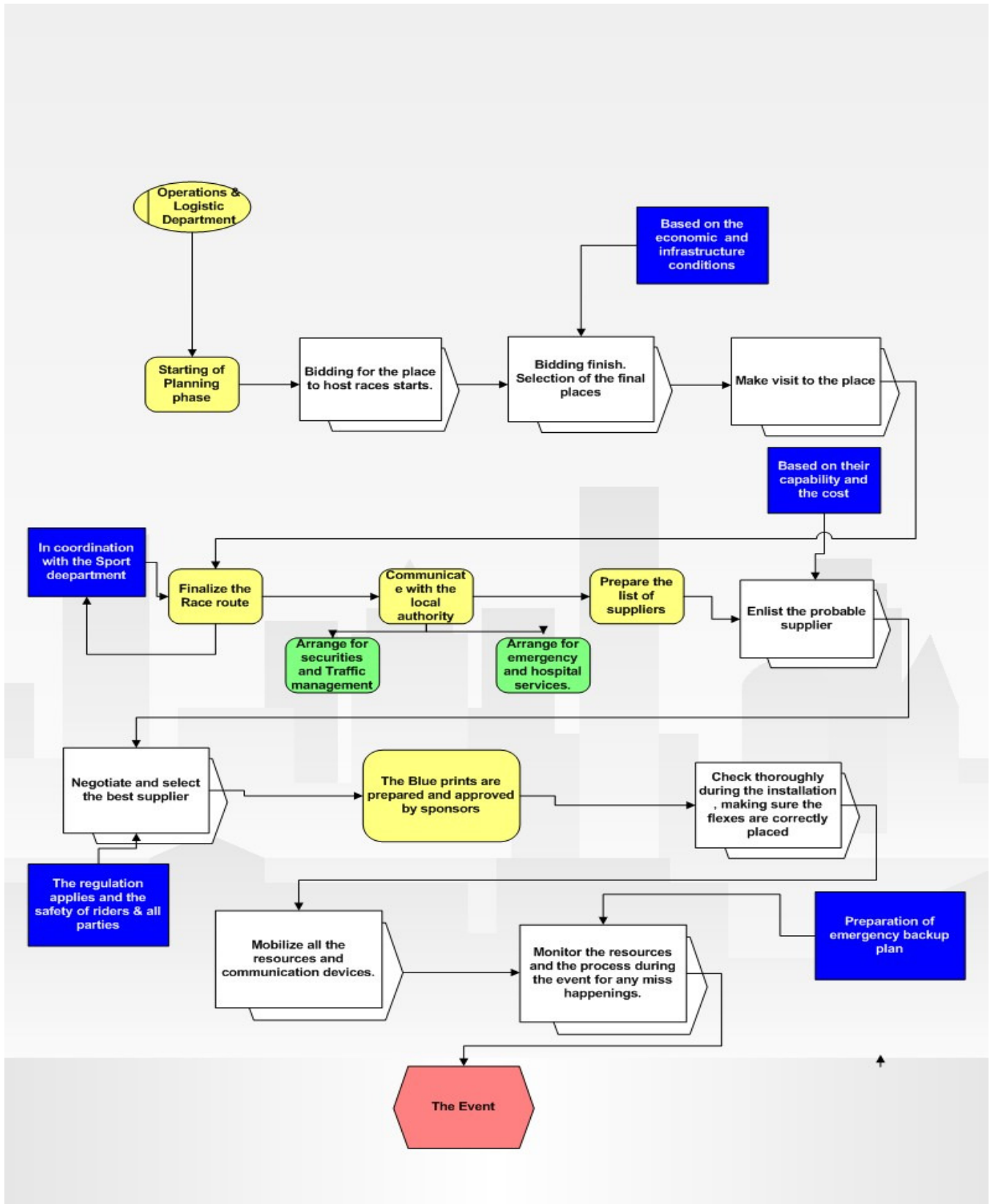
Fig 7: A logical flow diagram of the process involved in road race

4.2.2 The overall work process on the race day can be briefly presented as:

The work is done following the handbook prepared for the race. It is not always possible to follow the handbook and some decisions have to be taken at the field after accessing the situation.

❖ **The process is carried out by Reaching the place one day early**

-Start the process of preparation from the morning or earlier evening if possible

-During the preparation of the stage a through checking is made to make sure the displays in the stage and tracks are exactly matching with the blueprints approved by the sponsors.

4.2.3 Process flow (on the field):

There are two stages specially to be prepared for the races: The starting area and the finishing area. The finishing area is more sophisticated to prepare than the starting areas it requires different units put together for the completion of the race, especially in the case of the road races. The main phases are listed below.

4.2.4 The starting area:

The stage has to be prepared for the starting phase of the race. If the starting area and the finishing area are not the same as in most of the road races then there are activities in the starting area. The area is   located in a wide place where spectators can gather and have the first hand experience of meeting the racers and view starting of the race.

1. The stage consists of the signing area for the contestants to sign in the attendance register.
2. The area for the media personnel and the delegates.
3. The gateway for the riders to start the race.

4. The open village concepts where the sponsor companies can direct interact with their potential customers.

4.2.5 The finishing stage:

The finishing area requires the most attention as it is the place where most of the activities take place. It is the more sophisticated place than the starting area. The setting up the finishing area takes more work force and more careful attention.

Some of the contents are discussed below.

Grouping together all the necessary units and areas needed during the event:

-**Press unit**: The press unit is the movable trailer which consist the communications devices that is required to broadcast the information of the race through different media.

-*Photo finish:* The finish line through which the contestants pass through which is marked with the black and white stripped line along with the high velocity camera that takes the pictures of the racers to confirm their win.

-**Spectators stand:** The stand for the special guests and some delegates to sit in and enjoy the finishing moments of the race.

-**Photo stand:** The place specially separated for the permitted photographer journalists for taking the required photos.

-**The media stand***:* The media stand is the place where only the journalists and the media representatives with the ID card are allowed to enter where they can sit and prepare the news

- ***The Head-quarters:*** The organizers head-quarter (or Quartier tappa) is a place near the race area with all facilities required for communications and administrative processes. It is also the place for providing all the information to the media.

-***Stage for the winners:*** The podium for the winners of the race to stand and receive their prizes.

-Interview stand: A place for the participants to give a quick interview to the media. The detail post event interviews are done in the media center located in some comfortable place nearby where the winners are taken after the event is finished.

-Anti-doping station: An area must be prepared near the finishing podium for doping test of the riders.

-Parking Area: There should be ample area for parking of vehicles belonging to teams and officials with enough space to work with their gears and equipments. The parking for the spectators must also be well managed specially in the finishing area as it can get crowed and chaotic.

As most part of the road race involves the event to be carried out in the public road it is very essential to work in precise time as the public transportation cannot be disrupted for unlimited time. Therefore most of the setting up of the race day starts in the early morning on the race day or the evening before.

4.2.6 During the event:

In the course of the event it is necessary to make checks on everything including resources and equipments so that they are functioning properly. It is necessary to observe all the processes so that the event is conducted smoothly and effectively.

4.2.7 After the event:

As it is already mentioned that the road cycling is conducted mostly in the public area using public roads and facilities it is strictly necessary to leave the place in the same condition before the use. Thus the task involves that all the installations are removed and the place cleaned.

The interesting part of an event is that the planning process is longer but the actual implementation and the event phase is shorter, but of high importance and thus requires precise planning and huge amount of coordination.

4.3 The logistic department as the anchor for information:

The logistic department in the event management organization has an important function. It needs to coordinate with all the other departments and provide the required materials on their request. For this the logistic department plays the role of the anchor between the departments and thus has the extra responsibility of coordination. For the smooth flow of materials for organizing a successful event it is necessary to have a clear and complete flow of information as well.

The logistic department can be presented as the centre for flow of information as well, as it is already connecting with all the departments for the supply of the goods. The complete flow of the information from each department also helps in maintaining the quality standard as it gives the opportunity for the personnel to be up to date with the information.

A general concept for the logistic department can be presented as the following diagram by putting it in the centre and other department functioning around it.
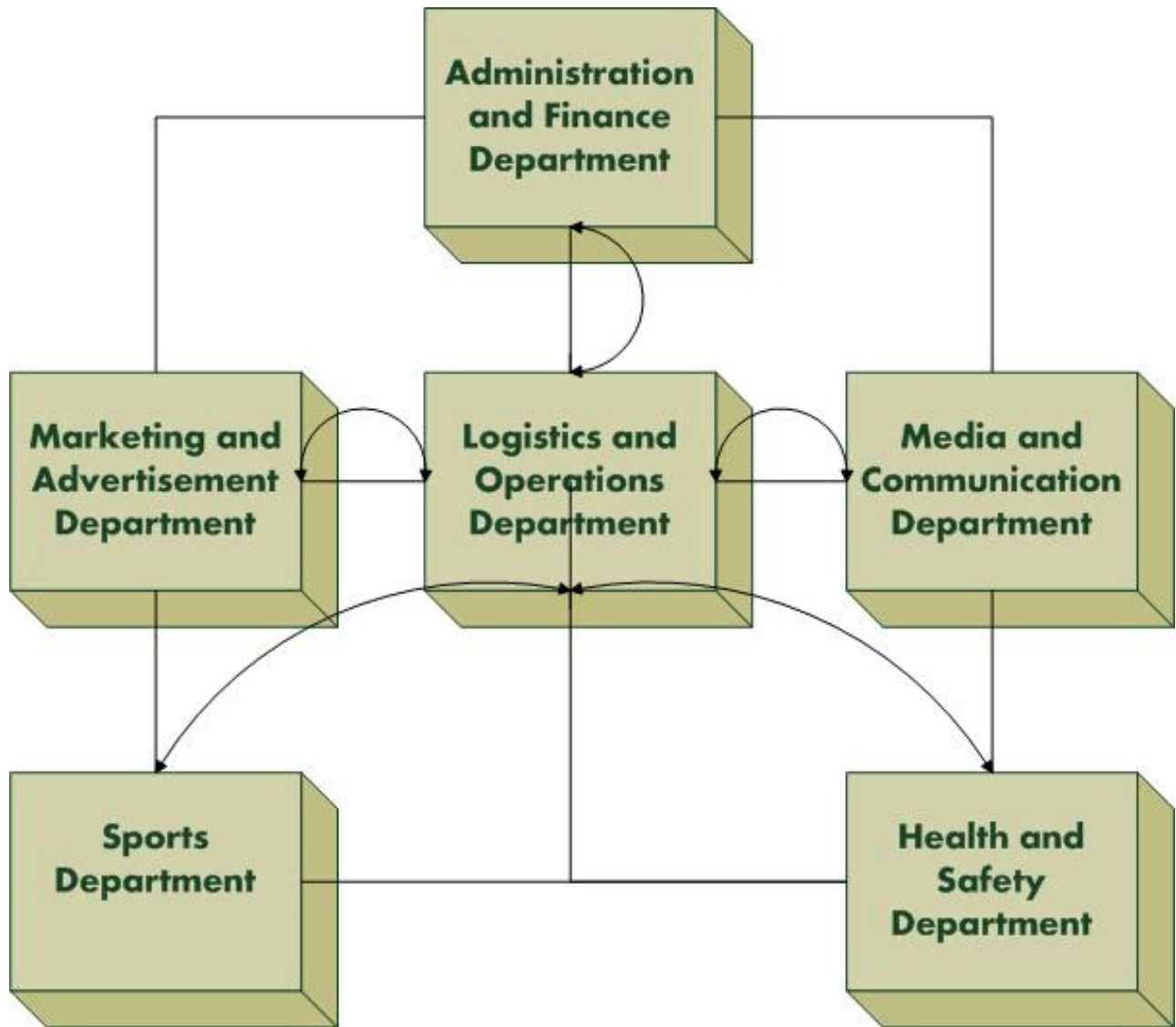
Fig 8: A suggestive schema with Logistic department as the anchor for information

The proper information flow between the departments i.e. The marketing department, The media and The sports department is essential and vital for the efficient and effective process along with the other departments. The successful organizing of an event depends on the effort of all the parties related in the process.

5. Literature Review:

5.1 The need for the event management body of knowledge (EMBOK):

The need for the book of knowledge for event management has been sought from long time by the professional involved in the profession. One of the issues put forward was by William J. O'Toole, University of Technology, Sydney. He is also one of the executive members of the EMBOK committee .He discussed that most of the event management organizers are using the project management tools and software to some extent as it provided the methodology that would help in the efficient and effective way of completing the event as a project. But he suggests there should be made some adjustment and in a way it could be beneficial for the project management. As he suggested the synthesis of event management and project management process which can comprise the best processes of both practices.

It is the ability of event industry to function successfully in a volatile environment which gives it a heuristic methodology which can also contribute to the project management theory.

Event Management Practices

-Varies

-Personal style

-A craft

Project Management Methodology and Practices

-Systematic

-Standards

-Developing

Event Management body of knowledge
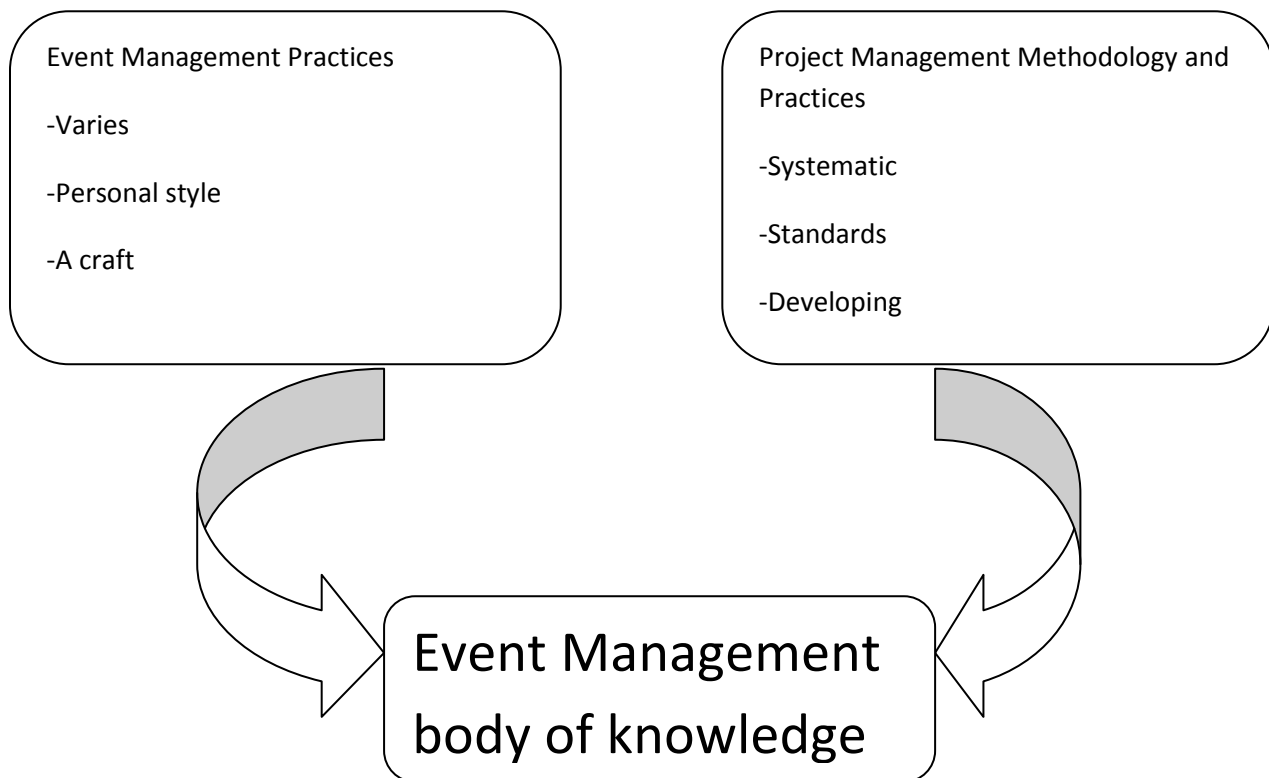
Fig 9: Synthesis of Project management and Event management

5.2 A comparison between Event management and other Project management:

The differences and similarities of the Event with the Project management in other industries can be put as:

Aspects of a project	Civil and Engineering works	Information Technology Projects	Event Management
Organization	Concurrent	Network of Experts	Vary- Often
Structure	Fairly autonomous in traditional company		Entrepreneurial

Time	A major Priority	Often overruns as the product is not well defined	Absolutely must meet the deadline
Risk Management	Systematic methodology developed-tested many times	A developing methodology	Varied as dependent on event type
Cost	A major Priority	A major priority however cost overruns are common	A priority
Content/end product	Fixed and decided	Variable due to change in software and new problems	May vary on some occasions
Site plan	Overriding constraint	Inapplicable	Overriding project constraint
Human resources	Skilled Staffs essential	Highly specialist staff essential	Staff ranges from volunteers to specialist
Planning	Planning and then implementation	Planning and implementation at the same time with feedback	Planning and implementation overlap
Implementation	May take years to complete	Is ongoing	The actual event may last from hours to few days
Dynamic and responding to change	Not a high priority	A high priority	A high priority

Table 2: The project management concept compared between event management and other industries. (Adapted from comparison by Dinsmore 1999).

The planning and implementation phase of other projects and the event has significant differences. Most precluding issue is of the deadline which without

doubt is the definite difference between the project management practice done in engineering or IT sector with respect to that carried out in events. The show must be put on the day and time; it is fixed in any case possible. Thus the planning process for the event starts in the backward direction from the date of the event to time period left in between.

Another constraint is the venue or event site that opposes the general process of any engineering projects. The event site is vacated completely once the event concludes whereas in other projects there is a tangible delivery at the end of the project. This means that all works have a transitory nature to them. This must be constantly reflected during the planning phase of the event whatever is done lasts only till the end of the event. There may be a legacy of the event, such as a cultural product or fixed facilities, but these are of secondary importance to the event. This is completely the opposite nature of construction industry where at the end of the project you have an erect structure for which you have been planning and working.

The other aspect that event management differs with other projects is the use of volunteers. One of the resources highly used in this type of project is the volunteers. The use of volunteers creates an event organization with different methods of motivation to the construction and IT industry. With my personal experience as a volunteer in a ski cross-country world cup race I can put forward following statements. The exclusive use of volunteers only will not make the task easy and completely effective. It sometimes makes many of the standard estimations of tasks and resources difficult to perform. Thus the leadership role plays an important role in handling them. The major area that concerns event management is the ability to make decisions in a changing environment.

5.3 The EMBOK:

There is an immense task of conducting an event and it is not an easy job. There are a lot of tasks to be covered and divided among the departments where everyone is responsible for their job as well and has to coordinate among other departments. The functional organization structure does not work here. More of a star structure is suitable and logistic department being in the middle as the connection of all departments. It can both serve as the centre for flow of information as well as materials. As the main role of the Logistics department is to coordinate with other departments and make sure they have the supply and the materials required by them for conducting the event. Conducting all these tasks requires a certain amount of procedures and a huge lot of paper works. There should be a specific way to follow the documentation process as well as the implementation for the successful conclusion of the event. Thus for the purpose of doing the task in a more professional way the need of the body of knowledge for the event management was created.

Though the birth of international EMBOK is new in the field of event management the concepts and the knowledge used in it have been into existence from long time which were used in completing projects. The phases such as initiation, planning, implementation, event and closure are the same phases used in the project management. The base of the event management is also to some extent same as the project management. It has also been proposed that event management can to some extent be the supplement for project management practices .Some of the points put forwarded by William J. O'Toole can be put as:

Event can contribute:

1. The ability to get tasks done on time, unlike project management where there are lots of issues of incomplete or late completion of the projects, in event management the delivery date is fixed.
2. Management that is familiar with external and internal change.
3. Extensive experience and examples.

Project management can contribute:

1. An established system to classify and link the areas of event management.
2. A system of management planning and control.
3. A nomenclature that can be used in all areas of events and general business.
4. A system of documentation.

As it is put by the developers of the international EMBOK, It is a framework to be used by governments, local authorities and other organizations for the development of the events. It is definitely not a set of rules that is to be followed by any stakeholders but a resource. It is also not a replacement for the current credentials and accreditation but a useful tool to be used as a benchmark to enhance such programs. This framework can be used by various associations around the world. The flexibility of the three dimensional framework models enables it to be developed as event-specific EMBOKs. The typical event-specific EMBOK can be as the Sports EMBOK, Festival EMBOK, or the Exhibition EMBOK etc. and many other frameworks can be prepared as the variety of events is immense and ever increasing. The EMBOK is international and therefore can assist in creation of an event industry in developing countries. This can be one of the main effecting and most contributing factors of EMBOK to help generate a better event practices in the developing countries. The three dimensional framework of the EMBOK presents itself as and self-generating and self-implementing processes structures of the required model.

The elements of the EMBOK are put in such order that it can be used according to the needs of the organization. It can be modified using the various elements by the help of the table as shown below. It is done in such a way that the mix of the elements can be intermingled with each other for the purpose of cross-referencing.

The model describes the scope and processes that are used in the management of events. It includes five knowledge domains encompassing 35 functional areas (classes), five phases, five processes, and five core values.
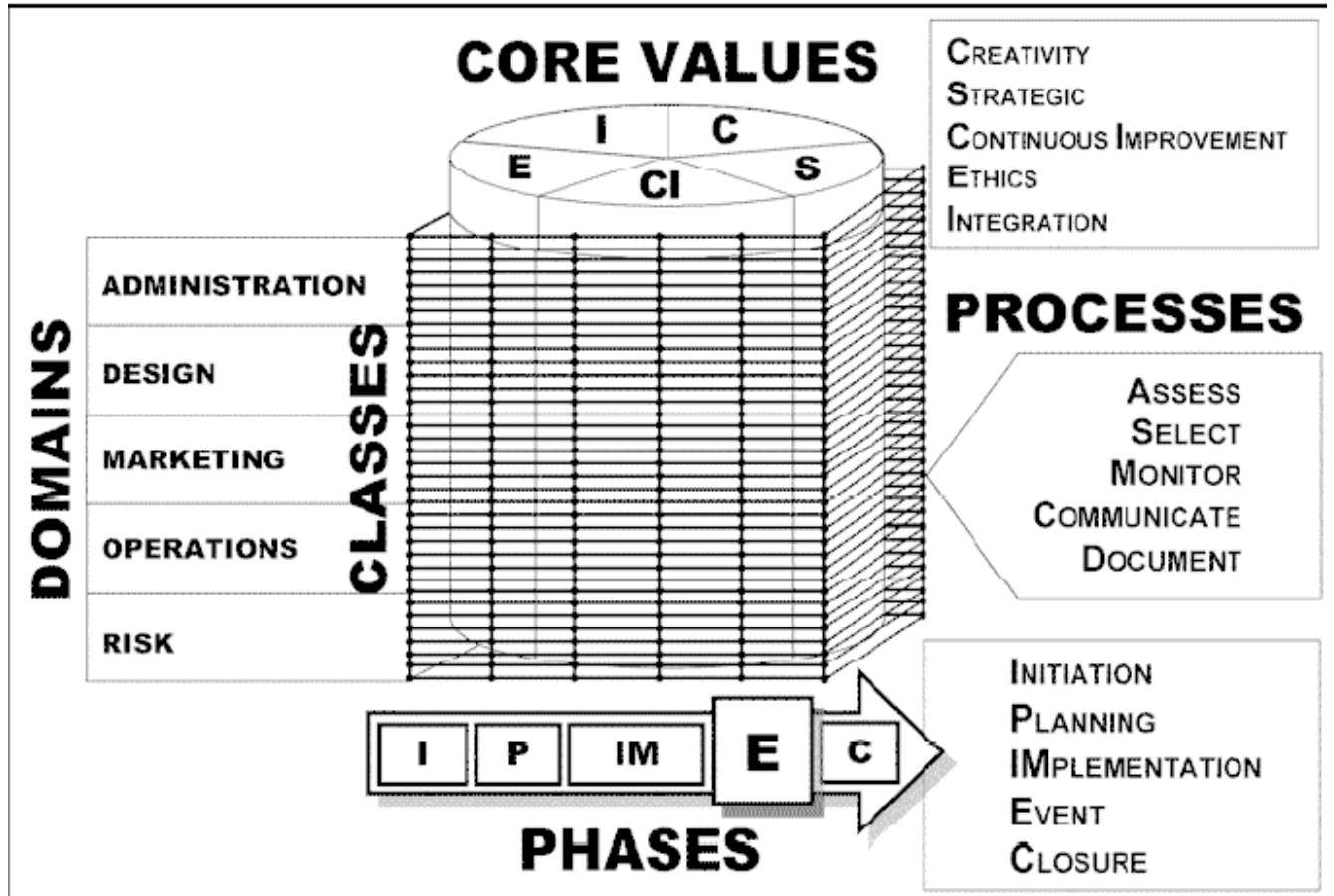
Fig 10: The International EMBOK framework

6. The work process and the use of EMBOK in the course of event management:

The information for the processes mentioned here was gathered by observing final two stages of the race. The processes mentioned here are solely based on the observation of the work on the field and brief communication with the personnel involved in the preparation of the structures. Most of the information on the current role and the functions of the logistic department were gather by communicating with a coordinator responsible for cycling races in the logistics and operations department in RCS sport. Other necessary data were collected from the research work on the internet and brief interview with a junior professional cyclist. The process to identify the critical factors for the event organizers were found with the discussion from the expertise of the people involved in the race and its organization. The necessary information was also gathered from the literature review of handbooks and race guides that is provided by organization such as Union Cycliste Internationale (UCI) and other associations involved in the organization of road races.

The focus here has mostly been only with the work processes related to the implementation part of the event although other related functions are briefly defined. The UCI which is the international governing body for the cycle races around the world has its specific rules and regulations that is to be followed by all the organizers along with the regulations that is put forward by the local government and the authorities.

6.1 Defining the entities of the Event management Body of Knowledge (EMBOK)

This section describes the entities of the EMBOK model.

6.1.1 The three dimensional framework:

The three dimensional framework enables the process to be broken down into individual components and illustrates the logical relationships between the components. With the contribution and development in the EMBOK overtime it will smooth the progress to

- ❖ better understand
- ❖ build information structure
- ❖ provide the probability to improve

6.1.2 The three levels of the EMBOK:

Domain

- ***Class***

   -Element

Each element has the set of descriptors that defines its attributes and location in the international EMBOK framework.

EMBOK model incorporates the characteristics of object oriented programming model in the software development. Thus each element can be regarded as an object. The object has specific data and program associated with it and also inherits data & program from other objects, using universal program.

6.1.3 Element dimension in the EMBOK:

The dimensions for an element are categorized in three groups presenting the scope of its use in different outputs.

Element Dimension Descriptors	Micro Dimensions Characteristics
Domain	Competency
Class	Code/international Standard/quality issues
Phase	Tasks
Process	Schedules
Macro Dimension **Values**	
Creativity	
Strategic Thinking	
Continuous Improvement	
Ethics	
Integration	

Table 3: Dimensions of elements in EMBOK

EMBOK has its potentiality in performing as a tool for benchmarking with the existing system and help improve the process for the existing organizations already performing in the industry. It can also be used as a model that helps to develop the attributes and processes required for the management of events in new and developing event industries.

The following Table shows the framework for the knowledge domains and the class which can be put into the grid. The grid is created from the five domains and the thirty-five (35) classes or the functional areas. From the grid we can generate the different combinations of elements. The decisions made on each element will have an effect on every other element thus the responsibility on the part of the decision maker seems immense, but its implication also presents an enormous opportunity to find out critical factors for each tasks to be performed and a systematic and simplified way of solving each problems generated during the planning and implementation phase.

6.1.4 The EMBOK model presents the following attributes and phases:

PROCESSES		PHASES		CORE VALUES	
Assessment		Initiation		Creativity	
Selection		Planning		Strategic Thinking	
Monitoring		Implementation		Continuous Improvement	
Communication		The event		Ethics	
Documentation		closure		Integration	
KNOWLEDGE DOMAINS AND CLASSES					
ADMINISTRATION	DESIGN	MARKETING	OPERATIONS	RISK	
Financial Management	Catering Design	Marketing Plan Management	Attendee Management	Compliance Management	
Human Resource Management	Content Design	Materials Management	Communications Management	Decision Management	
Information Management	Environment Design	Merchandise Management	Infrastructure Management	Emergency Management	
Procurement Management	Entertainment Design	Promotion Management	Logistic Management	Health and Safety Management	
Stakeholder Management	Production Design	Public Relations Management	Participant Management	Insurance Management	
System Management	Program Design	Sales Management	Site Management	Legal Management	
Time Management	Theme Design	Sponsorship Management	Technical Management	Security Management	

Table 4: The objects of the EMBOK

The major Facets of the EMBOK are the core values, process, phases and the knowledge domains. Together they represent the scope of the event knowledge management system. The Phases here are typically taken from the project management concept representing the Initiation, planning, Implementation, The event, and Closure.

The Processes of the EMBOK includes Assessment, Selection, Monitoring, Communication, and Documentation which are the well accepted process systems used in any organization. This is the illustration of the dynamic approach to the changing nature of events. The processes must be viewed as the sequential and iterative system that promotes a comprehensive course of action.

The Core value specifies all the principles that should be regarded through all decision making process. The core values include Creativity, Strategic thinking, Continuous improvement, Ethics and Integration. It should be taken care that every decision taken regarding every element, phase and process of an event to ensure these decisions facilitates successful and sustainable outcome to the event.

The Knowledge domains of the EMBOK represent the organizational structure of the events that illustrates the full scope of the responsibilities of the event organizer. This can also be viewed as the way of implementing effective knowledge management.

The knowledge Domain includes the five aspects as Administration, Marketing, Design, Operations and Risk. These are the general category in the organization structure and adjustment should be made depending on the scope and the span of the event.

The Domain structure of Operations can be taken into consideration. This domain focuses on the People, Products, equipments, and services that are required on the site for the commencement of the event. This also deals with the roles, responsibilities, applications and maneuvers associated with each task. It is an immense task to manage the logistical requirements and thus the full coordination between all the functioning departments is absolutely necessary.

The Risk domain deals with the legal issues, obligations and other opportunities and challenges typically associated with any enterprises and is equally faced by the event project too. The areas covered here are Compliance, Decision management, Emergency management, Health and safety, Insurance, Legal, and securities which are linked with all the decisions made and activities performed. These issues are of interest to all the stakeholders.

The EMBOK framework is designed to approach the complex task of managing event in a comprehensive manner, ensuring all critical functions and responsibilities are addressed properly and completely.

6.1.4.1 The core values:

The core values expressed in the EMBOK model encompass the values that should be considered during all decisions in each phase and process regarding each element in the event management. It describes five core values as Creativity, Strategic thinking, Continuous improvement, Ethics and Integration.

Fig 11: The core values

The creativity is mainly involved in the designing phase of the event but not necessarily only involved with it. Strategic thinkning refers to all the processes reflecting to the planning phase. Integration is a important part in the event as every elements in the classes of each domain must be integrated to organize a successful event. This is important part in the event management process that change in each decission regarding each element the effect is on every other elements in the domain.

6.1.4.2 The Process:
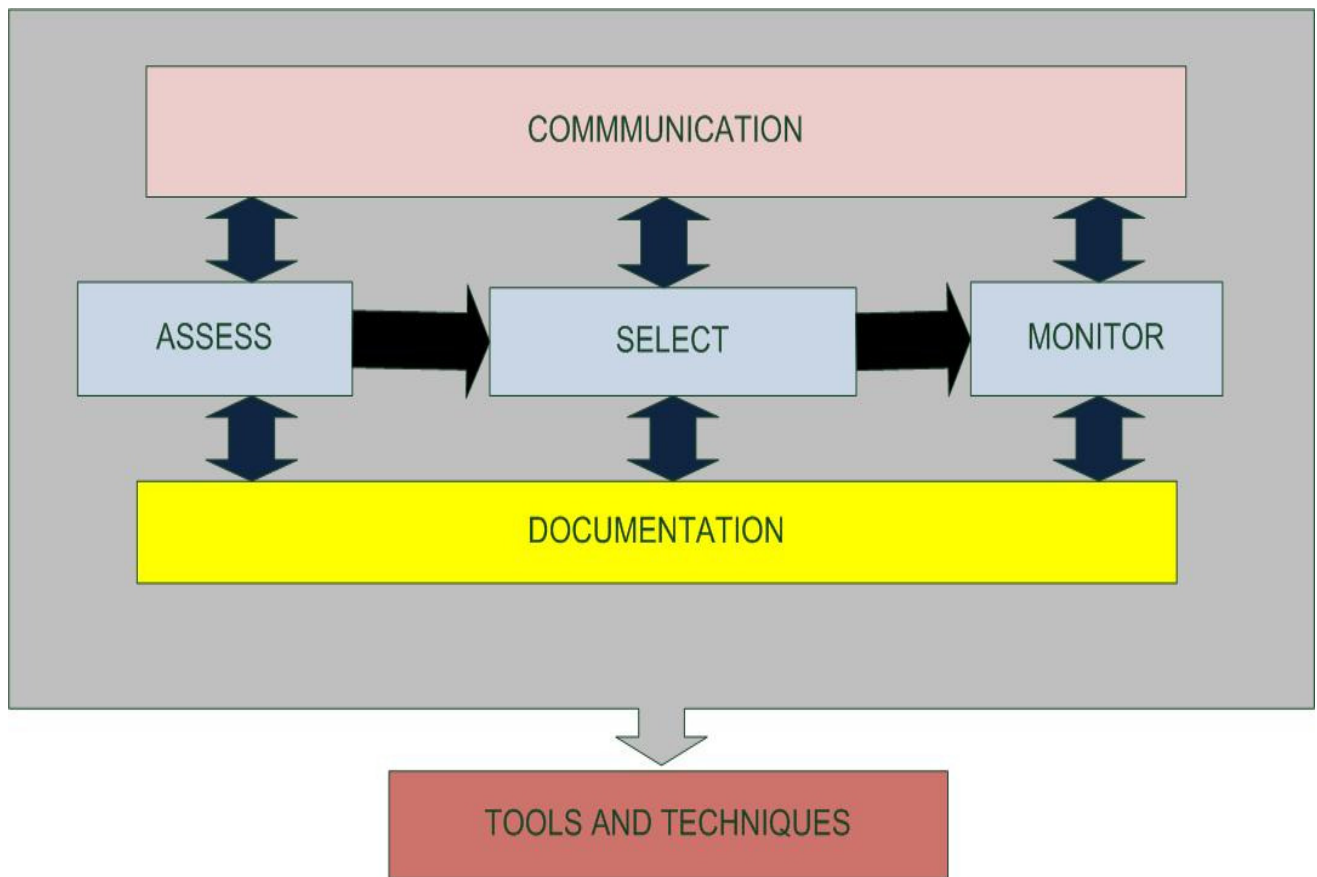
Fig 12: The process expressed in EMBOK for each task

The process defined here explains how every task in each element of the each class of each domain at each phase should be carried out in event management process. The model diagram is a standard maintained in the risk management of

every project and is already adopted as government standard in countries like Australia and New Zealand. It explains the sequential process of assessment, selection and monitoring of the task with iterative communication and proper documentation using the necessary tools and techniques.

It explains that documentation and the communication are to be continuosly maintained and updated during the dession process. It should be integrated with the decission making process. The decission process involves first the analysis and identifiaction of the element, then based on it make the selection and continuosly monitor. All the process requires involvement of the standard tools and techniques already present.

6.1.4.3 The phases:

The event management phases are adapted from the standard terminology used in project management. The diagram shows the sequential flow of typical event project and the functions carried out in each phase.

Each project model has a time element and the phases emphasizes that each component in the knowledge domain has time dimension. The event phase and the closure are separately presented here unlikely for the typical project management phase as in event there is no tangible element to handover. The event as a separate phase shows it requires a different and dynamic management plan. The implementation phase in this sequential diagram refers to all the processes and activities carried out till the start of the event.
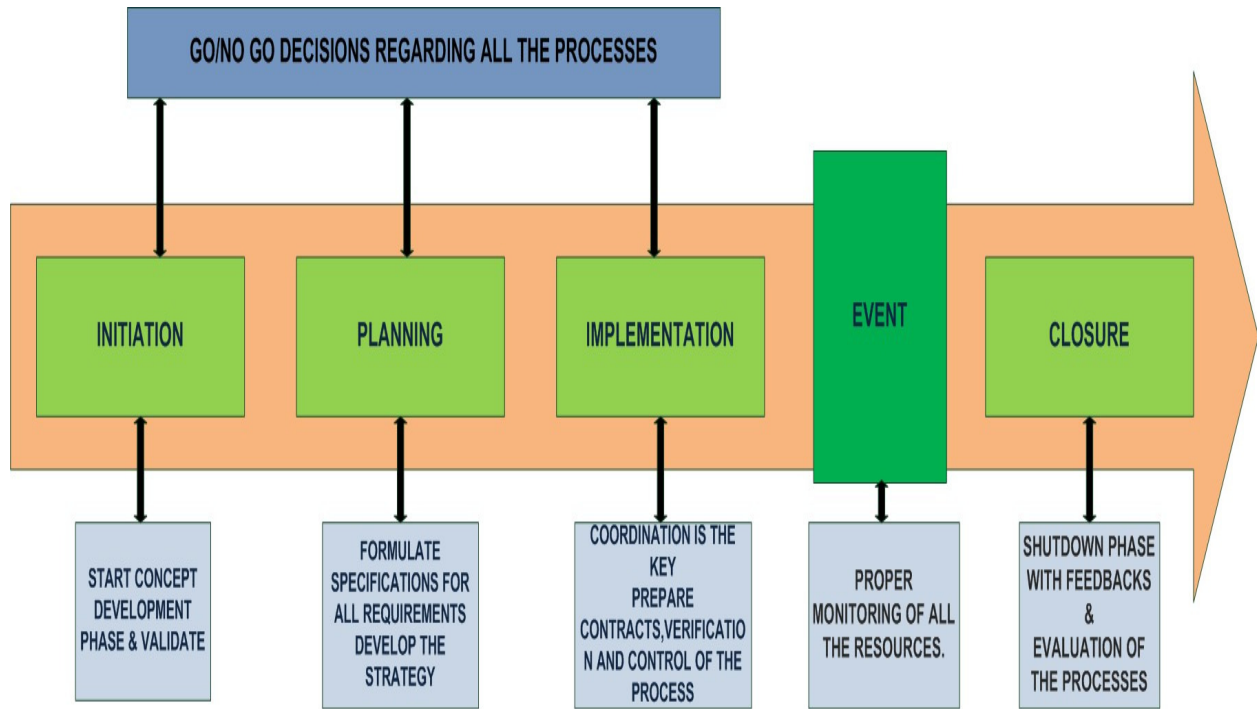
Fig 13: The phases of the event management

6.2 The objects of the EMBOK put on the grid to represent various elements of Event Management process:

The following figure is the example of the grid using the domains and classes.

Fig14: The five domains and seven classes put on a grid

6.2.1 The example of how the elements can be created from the grid:

An example is presented in the following figure of how the elements can be worked out in the grid. In the figure below object (I) is formed by combining the Administration and the Operations Domains. The Operations Domain has the information of no. of attendees and the Administration Domain handles the human resources .Thus by combining the two classes it can be figured the **no. of volunteers required for crowd control** during the events.

Similarly object (II), the element **Site Promotion** is formed by the combination of Operations Domain and the Marketing Domain. And object (III) the element **Participants and their safety** issues falls under Risk Domain so it is easy to put it under priority issues in planning and implementation phase.

The data presented is based on the field observation of the road race and cannot be particularized for every event.
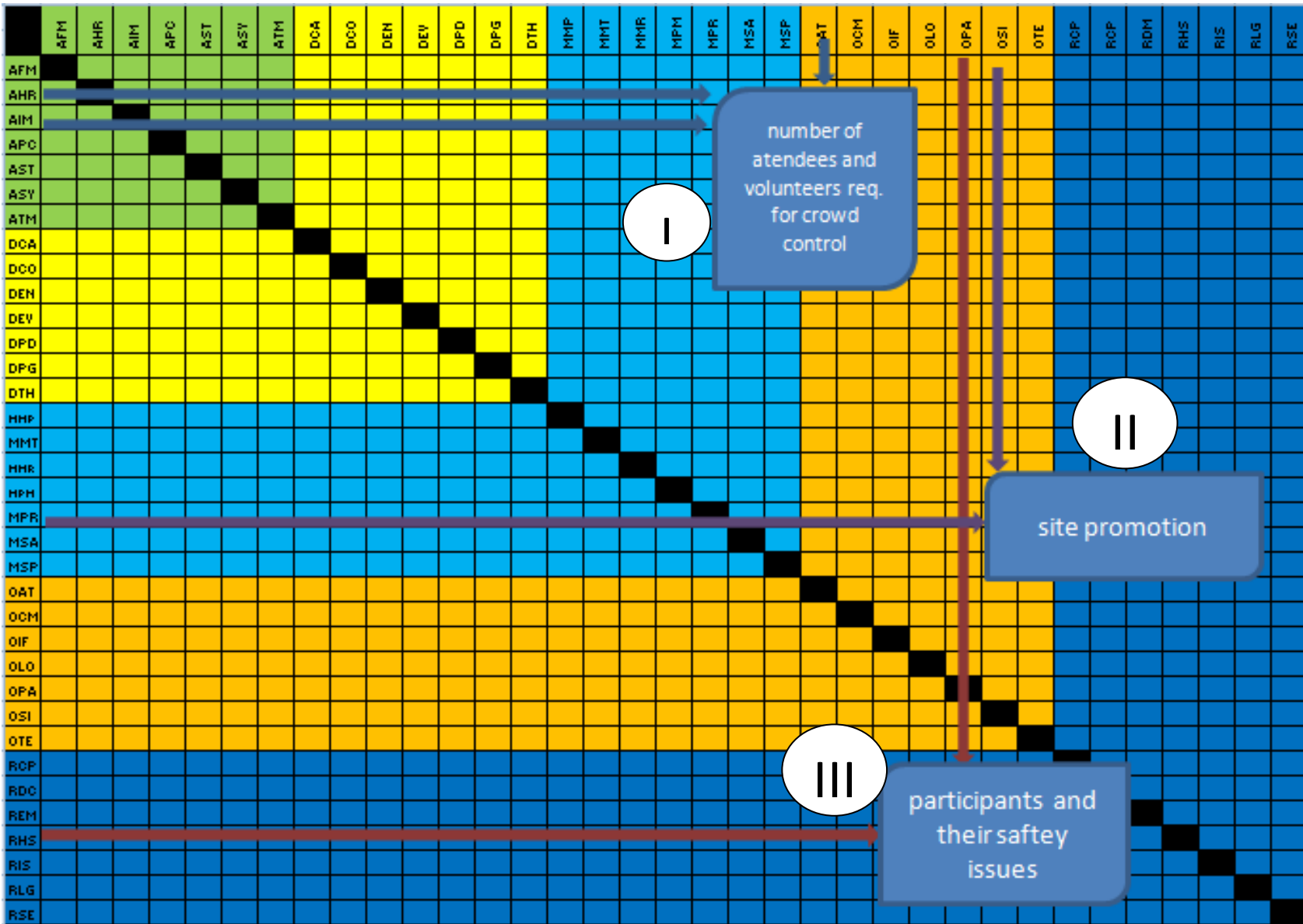
Fig 15: An example of finding out the elements in the EMBOK grid.

Classes are the functional units of the event management activities that are included in each domain. The functional units represent the departments or committees in an organization structure. Or can represent a variety of context for systematic analyses.

A clearer view of the Operation Domain and the Administration Domain is presented in the following figure. This figure clearly indicates how we can find the necessary task to be done by combination of the classes from two domains. The following elements are presented for the purpose of expressing the way of using the model. The elements can differ in different circumstances.
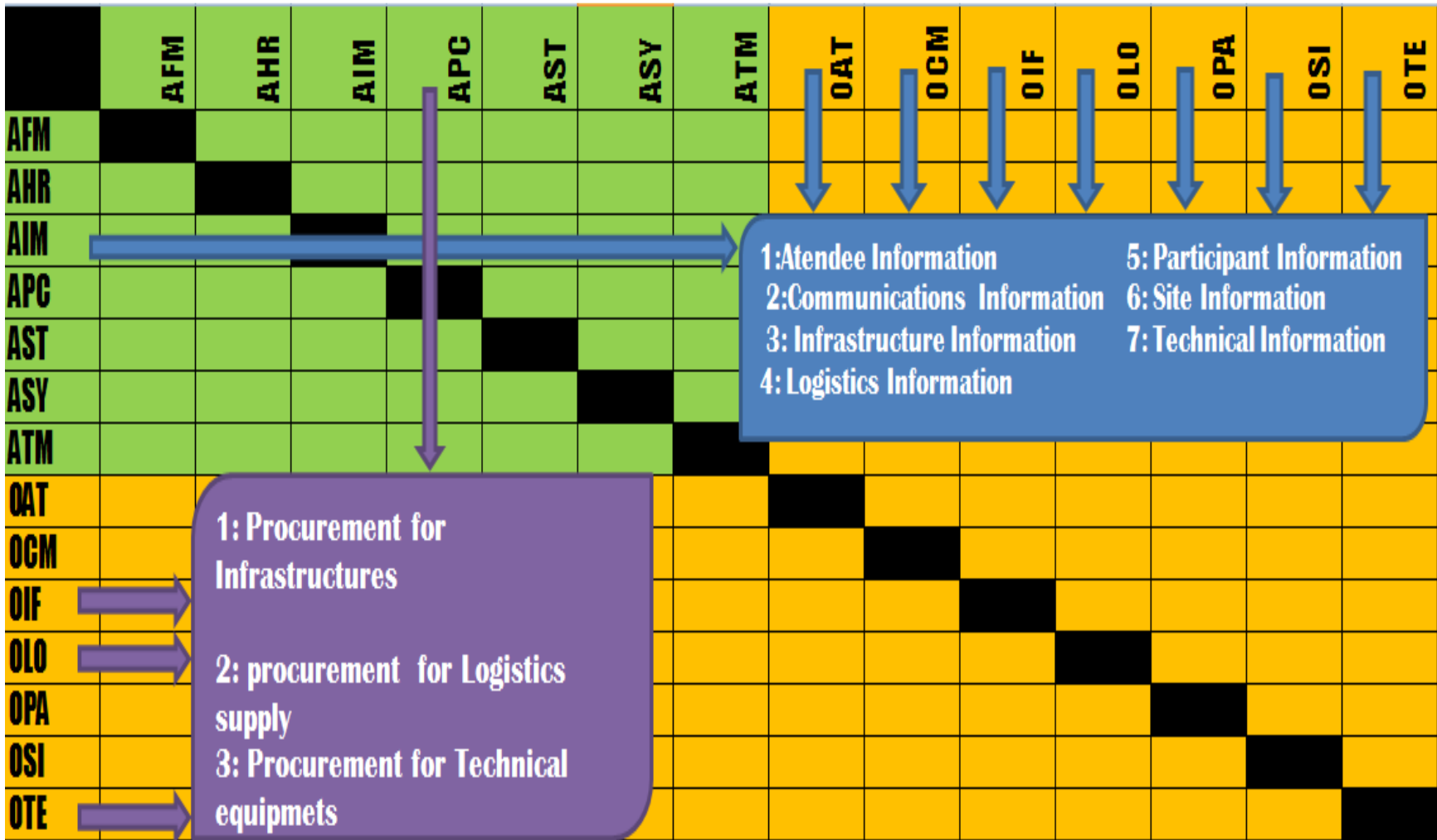
Fig 16: The use of EMBOK grid for creating elements.

The EMBOK framework is a useful tool to keep up with the standard in the management of events. As it is clear that event is a complex job to manage involving a lot of tasks and resources. It also involves a lot of documentation processes. It is exceptionally necessary to increase the quality standards of the activities performed. To improve the quality standards it is first necessary to identify the critical factors that impact the process. It can be done using various tools and techniques present today. The EMBOK framework can be used in a very proficient way to identify the obligatory activities. After identifying those activities it is remarkably easy to work out on the way to improve the quality standard of the process.

A good example of building the EMBOK into an event specific framework can be presented as:

The EMBOK defines five management areas for event management:

1: Administration

2: Design

3: Marketing

4: Operations

5: Risk

But considering the sport event specially road cycling there has to be some adjustment within these areas: the areas defined in this circumstance can be presented as:

1: Administration and Finances

2: Media and communication

3: Marketing

4: Logistics

5: Safety and Environment

6: Sports

This is a good example for the further development of the EMBOK framework. This is a public domain and is open for use and adjustments according to the requirement of the involved entity. The Media and Communications and the Sports departments are important part of the sports event. The Media and Communications coordinates with all the news media and is responsible for conducting press conferences, distributing press releases and solving press and media related issues. The sports department works with all the sporting related materials. It communicates and makes arrangements for the race to be carried out in proper way. Another domain is the Safety and Environment, which basically deals with all the issues related to safety of all parties concerned and the cross border activities. Thus it is important to include these departments in the domain.

It can be suggested that the classes for these domains can be formed in the following way:

Media and Communication:	Sports :	Safety and Environment :
Communication Plan	Race Routes	Traffic communication Plan
Journalists and media Person	Communication	Safety Plan
Press Facilities	Structures	Negotiation and Coordination
Information flow	Event Rules	Liaison for Cross Border activities
Partner profile	Event Ceremony	Accreditation
Event Promotion	Technical Equipments	Environmental Plan

Table 5: A suggestive classes for new domain created.

6.3 The factors and reasons why country like Nepal should focus on organizing special events:

POSSIBLE MEASURES
OF "VALUE"
· growth potential
· market share
· quality
· image enhancement
· community support
· environmental value
· economic benefits
· sustainability
· appropriateness

OCCASIONAL
MEGA-EVENTS
High Tourist
Demand and
High Value

PERIODIC
HALLMARK EVENTS

High Tourist Demand
and High Value

REGIONAL EVENTS
(Periodic and one-time)

Medium Tourist Demand

LOCAL EVENTS
(Periodic and one-time)

Low Demand

Low Demand and Low Value

Fig 17 : The portfolio approach to event tourism strategy making and evaluation(source:Getz, 2005)

We can describe the WH- factor for organizing an event:

Who-organizing committee in local level or national/international level can be formed for one particular event or could be an event managing organization whose expertise is in successful completion of the events.

What-The event can differ from a small expo organized to display local products to international expos like the one in shanghai in 2010 or to be held in Milano in 2015, or a music concert to hosting sports rallies or single sport.

Why- To sell the places glory to the world, to show the capabilities of the place, to attract investors to your place, to attract tourists......the reason varies vastly according to the purpose and the place the events are held in. For example the reason for big cities like Milano to hold the expo is to show its capabilities to the world and attracting foreign investments whereas a small town like Offida in mid Italy hosts the race to attract tourists and promote its local products and cuisine. It provides the hosting town, city or country with an opportunity to endorse itself. The reason the countries or cities bid to host big events like Olympics or world cups also comes under this.

How-By organizing the event it will provide the hosts with the opportunity to attract lots of interested stakeholders. The event acts as a platform to support the step up for further progression. The event can be organized in coordination with different private and public organizations

When-The time factor depends on the type of event that is being held. It could be organized every year if its sports or with certain interval like the Olympics .If its musical concerts it can be organized on demand or for some special purposes.

Special events are a unique form of tourist attraction capable of achieving a number of positive benefits to your organization and the host community:

- ❖ To satisfy the objectives of your organization (e.g. increase funds or membership).
- ❖ Increasing expenditure within the community by increasing the number of visitors and their length of stay.
- ❖ Raise the profile of a destination.
- ❖ To increase community pride and spirit.
- ❖ To create jobs and stimulate regional development.
- ❖ To broaden the cultural and recreational resources available.
- ❖ Better utilization of facilities and services during off-peak seasons

There is also an emerging trend to create new events for attracting tourists and increase economic impact of the community. If the right kind of event is created it builds attraction and if the visitors can be given the atmosphere that can be experienced it will increase the stay of the visitors. There is no point in holding

events during the peak of the tourist season so it should be realized by the organizers that events are suitable way of attracting visitors during the low periods.

It is without doubt that in order to pull off above mentioned attraction the event should offer certain genuineness and a feel of experience to the visitor. An event can also be imported to an area to create attraction to the area. Events create huge awareness of the place it is held in can bring significant economic and social impacts to the local community.

The best events are those with the unique characteristics and that gives the visitors the feeling of belongingness and has the touch of local flavor to it with favorable ambience.

6.3.1 The use of EMBOK on the development of event industry:

The **EMBOK** can have lots of uses in development of following structure specially for newly establishing event industries in the developing countries.

- ❖ To develop budget and procurement plans
- ❖ To Estimate staffing needs
- ❖ To develop sponsorship strategies
- ❖ To establish site selection criteria
- ❖ To perform risk assessment
- ❖ To analyze insurance requirements

The Design domain can be used for the designing the theme of the event, It provides the perfect platform to recognize the components required to design the needs of an event. Similarly the marketing domain is used for developing marketing plans, promotional activities, public relations etc. The administration domain provides the elements like information relating to any general queries, human resources, financial etc. the operation and logistic domain helps provide supplies and implementation of the fixations and the structures required during the event. The risk domain is useful to figure out the elements such as insurance policies, legal procedures, safety requirements etc.

Thus the integration of all the classes provides a detailed complete and thorough work packages that helps to identify and prioritize the activities. This provides the opportunity to maintain the quality standard of the processes of the whole event. Since the tasks will already be defined it will be carried out smoothly and with accuracy.

The following figures presents a brief explanation of some of the domains integrated and elements defined.

Once the elements are generated the selection process starts with first the analysis then identification of each element. The process should be well documented and communicated to all the related departments. The information flow and the feedback help generate more accurate and critical tasks and avoid unimportant and repetitive tasks. The selection and the monitoring processes are done by using the tools and techniques already present.

The tools like brainstorming, Delphi technique, interviewing etc can be used for identification of the process. SWOT analysis, diagramming techniques expert judgments etc can be used for the analysis of the processes. The identified tasks should be selected on the criteria prepared for screening and scanning process. The monitoring process can be carried out by reassessing and conducting status meeting etc.

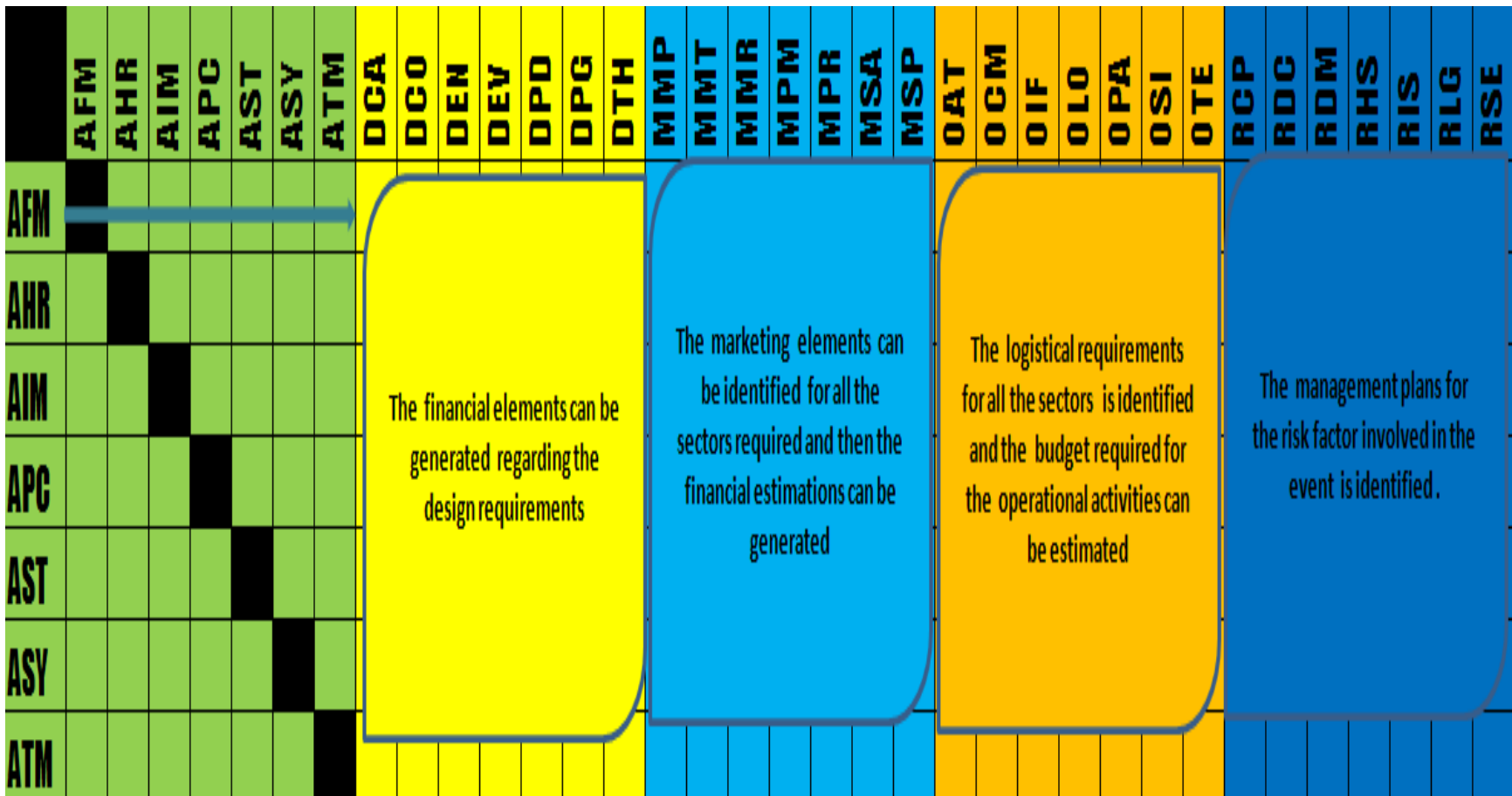The core values must be kept intact with every decision taken in every phase of the event management.

Fig 18: The Financial depart. in the Admin domain help generate financial element with other departments.

Fig 19: Marketing department with other departments

	OAT	OCM	OIF	OLO	OPA	OSI	OTE	DCA	DCO	DEN	DEV	DPD	DPG	DTH	MMP	MMT	MMR	MPM	MPR	MSA	MSP	RCP	REM	RDM	RHS	RIS	RLG	RSE	AFM	AHR	AIM	APC	AST	ASY	ATM
OAT	■																																		
OCM		■																																	
OIF			■																																
OLO				■																															
OPA					■																														
OSI						■																													
OTE							■																												

Design phase (yellow): The design phase includes the designing of the event; including theme, catering and program. Thus coordination with Operations is vital for supplies.

Marketing (blue): The marketing is concerned with making marketing plans, to finding sponsors, to merchandise selling, to public relations. Hence Operations and Logistics cooperates to provide info and supplies regarding site, attendiees etc.

Risk (darker blue): Mostly the risk factor involved with Operations are related to saftey and security and the emergency management. Thus it should be enlisted properly.

Administration (green): Operations can provide the Administration department informations regarding the site plan and the attendees, time requirements for installations etc. which will help to better utilise resources.

Fig 20: The logistics with other departments

7. Recommendation and Conclusion:

Currently the logistic and operation department handles the function on its own and the communication with other department is least and done only if required. The most of the work done is still paper-based and filing system exists. The flow of information is intra department only, which leads to lack of clear information between the departments. This particularly affects the outcome of the process. The lack of clear information is also the cause of repeatable works in some cases. Thus a suggestive organization structure is presented, which shows the logistic department acting as the anchor to make the flow of information promptly and properly (Fig 8 :).

The best solution would be to implement a report generating database from which all the responsible personnel can generate the report they need and it can create less hassle. The implementation of the integrated technology should be considered great deal before actually going forward with one. The development and the growth of the sport and the organization itself should be incorporated with the best and appropriate technology options that are available in the market. The system should be flexible and have the capability to add modules that are developed to support the strategic objectives.

Preliminary step:

Finding the answers to some of these questions is a preliminary step while choosing the right integrated system for the organization.

Q.1 How does the provider compare the system with the one in the market?

Q.2 How customizable is the management system?

Q.3 Does the provider offer support for the integration of the changed modules?

Q.4 Does the provider offer sophisticated email marketing strategy and deliverability reporting?

 Q.5 How tedious is the process of using the system?

Q.6 Is the system user-friendly or the users have to learn certain codes to use in the system?

Q.7 Is the system also capable of handling the online payment services in secured manner?

Q.8 Does the provider's system generate comprehensive standard report and ad-hoc data analysis?

Q.9 Is the system capable of integrating with the travel and accommodation system that enables consolidating attendee data?

Q.10 Is the provider fully supporting you to make your events successful?

Q.11Does the provider has capable and sufficient development staff to service your needs?

Q.12 Does the provider discloses fees in a customized proposal or contract?

Q.13 Does the contract insures you against the future price rises?

Q.14 Does the contractor charge percentage for the payments and credit card transactions?

The EMBOK frame work can be used as a benchmarking tool to evaluate the current procedures and do the gap analysis. This will help to implement standard sets of processes and avoids the last minute hustle which is always the possibilities in the event management as there is a huge range of activities to be completed.

Another suggestion is made here since the organization discussed here is a service providing entity one of the important parts for any organizations is to create value for its customers. The Value chain model described by porter is used in the case of most manufacturing organizations. But for a sport organization it would be appropriate to use value network which is adapted from porter's value chain but serves better for service providing industries. As the company discussed here is a service providing entity the value network model can help define how the best values can be generated to its customer. The primary activities in this case are run simultaneously.

Support Activities	Firm Infrastructure		
	Human Resource Management		
	Technology Development		
	Procurement		
Primary Activities	Network Promotion & Contract Management	Service Provisioning	Infrastructure Operation
	Margin		

Fig 21: A Value network (Source: Stabell/Fjeldstad, 1998, p. 430)
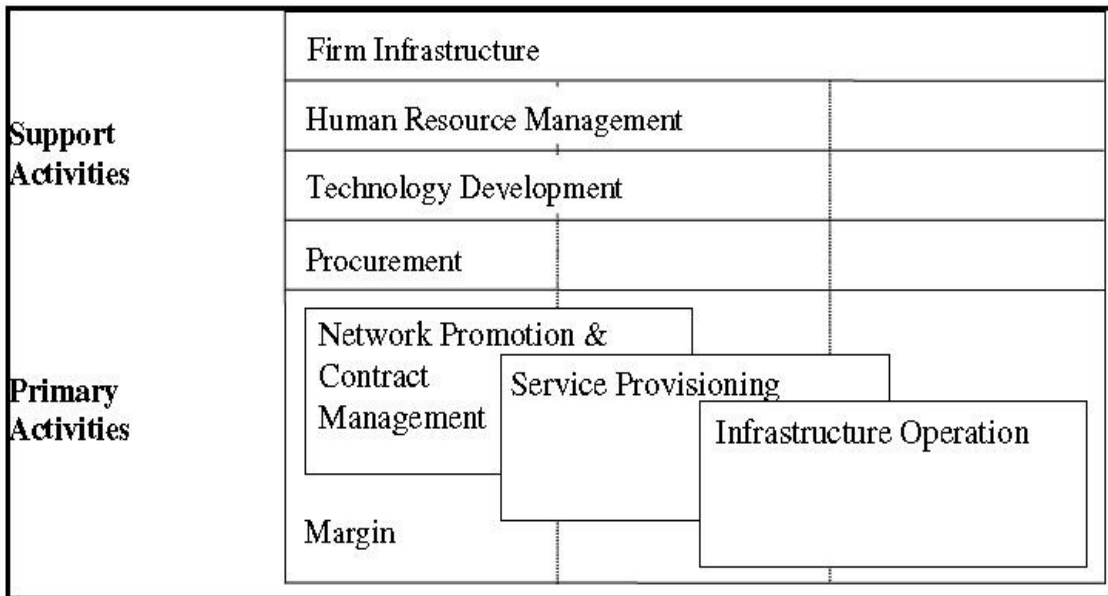
Conclusion:

EMBOK has its potentiality in performing as a tool for benchmarking with the existing system and help improve the process for the existing organizations already performing in the industry. It can also be used as a model that helps to develop the attributes and processes required for the management of events in new and developing event industries.

The EMBOK can be used as the benchmarking tool for the gap analysis in the current practice and thus enhance the expertise of the experienced event professionals.

It can be used as event management system or knowledge management system or adopt it to other systems with change of the elements.

It can be a useful tool for developing checklists, task lists or other job performing tools by the combination of the different domains and classes.

The key factors in an event management is the **Immense coordination** *among the departments* , **Constant communication** *within and with the involved third parties* , **time** *is limited for completion of each phase* , **safety and security** *of the participants and spectators* which are the most essential attributes that is to be addressed during implementation of sporting events or any other events.

 The processes described in this work are a brief explanation of the tasks carried out by Logistics and Operation departments. The event management process has a vast number of tasks, involving from initiation phase to planning and implementation with the completion of event itself and the closure. The functions of each department are significant.

8. Further research work:

The work here does not calculate the quantitative values such as cost, time and opportunities lost or incurred due to miss management of the events. Further work can be carried out by testing the model empirically using its application in a real event management process to find out the consequence.

It also has a huge potentiality to set international quality standards for event organization and management and further effort can be carried out for research in this field.

The model can also be a good platform to develop an event management software application which handles the need of the event organization. It already provides the design needs required for the application with its holistic three dimensional model.

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The Value Network [Stabell/ Fjeldstad 1998. p. 430]

Article: On looking into differences and similarities between traditional and new sport in relation to patterns of organizational configuration. [Theodorki & Henry, 1994]

How sport organization have been searching for efficiency and effectiveness through the improvement of their managerial practices and functioning. [Slack, 1998]

Article: Analyzing differences and similarities between the designs of organizations based on voluntary work versus those that have incorporated professional work. [Ornulf 2002; Thibault et al. 1991]

10. Annex:

10.1 UCI Road race calendar 2011- 2012

2011 - 2012 UCI Road Calendar			
World Tour			
Men Elite			
04.03.2012	11.03.2012	Paris - Nice	FRA
07.03.2012	13.03.2012	Tirreno-Adriatico	ITA
17.03.2012	17.03.2012	Milano-Sanremo	ITA
19.03.2012	25.03.2012	Volta Ciclista a Catalunya	ESP
23.03.2012	23.03.2012	E3 Prijs Vlaanderen - Harelbeke	BEL
25.03.2012	25.03.2012	Gent - Wevelgem	BEL
01.04.2012	01.04.2012	Ronde van Vlaanderen / Tour des Flandres	BEL
02.04.2012	07.04.2012	Vuelta Ciclista al Pais Vasco	ESP
08.04.2012	08.04.2012	Paris - Roubaix	FRA
15.04.2012	15.04.2012	Amstel Gold Race	NED
18.04.2012	18.04.2012	La Flèche Wallonne	BEL
22.04.2012	22.04.2012	Liège - Bastogne - Liège	BEL
24.04.2012	29.04.2012	Tour de Romandie	SUI
05.05.2012	27.05.2012	Giro d'Italia	ITA
03.06.2012	10.06.2012	Critérium du Dauphiné	FRA
09.06.2012	17.06.2012	Tour de Suisse	SUI
30.06.2012	22.07.2012	Tour de France	FRA
10.07.2012	16.07.2012	Tour de Pologne	POL

06.08.2012	12.08.2012	Eneco Tour	---
14.08.2012	14.08.2012	Clasica Ciclista San Sebastian	ESP
18.08.2012	09.09.2012	Vuelta a España	ESP
19.08.2012	19.08.2012	Vattenfall Cyclassics	GER
26.08.2012	26.08.2012	GP Ouest France - Plouay	FRA
07.09.2012	07.09.2012	Grand Prix Cycliste de Québec	CAN
09.09.2012	09.09.2012	Grand Prix Cycliste de Montréal	CAN
29.09.2012	29.09.2012	Il Lombardia	ITA

10.2 The main points focused in the interview with a semi professional rider: (The name is not mentioned for the right of privacy.)

- ➢ The road cycling can be dangerous sometimes if the organizers do not care about the safety of the riders as the management of the traffic is necessary.
- ➢ The race is typically at the average speed of 45 km/hr.
- ➢ The riders practice it around the speed of 30 km /hr.
- ➢ The investment in the field is huge. The moving of the teams is a big job as the equipments of the cycle is to be moved along with the riders and also the team trainers and physiotherapist move with the team.
- ➢ The sponsorship of the whole team is a big job.
- ➢ In the case of non-professional riders like him the teams are also financed by rich people who have money and interest in the sport.
- ➢ In other cases they can be some factories or businesses.
- ➢ The bike alone cost around €3000 and above. The team gets discounts on buying on bulk. (i.e. less than €3000)
- ➢ Now the professional cyclists run the races all around the world. The organizers ask them to be available for race in the calendar.

The main problem in the case of doping as he sees it is because of the following reasons:

- the sponsors put on the pressure to the cyclists
- they (the sponsors) want output from the game
- they want to gain the popularity through sports (in sense of advertisement)
- The jersey the cyclists wear is the main source of advertisement (so the winning team gets the popularity)
- The professionals are fully dependent on the single profession and do not have other source of income.

The young riders are not getting the motivation to enter the field because of

- The contract with them will not last for long.
- The maximum period will be around three years but also typically it is for one or two years.
- The best teams in the tournament are the teams wining for example say 60% of the games while in the same race the teams are with winning records of only 1-2 races or not even so.
- So the competition between the teams is not fair as the winner always have good teams and good riders and is supported by sponsors but the losing teams are always failing backward.
- The competition is not fair as there is a big gap between the good teams and not so good teams.
- The trainers are also mainly the older players but they do not really share the spirit of helping to the youngsters. They do not teach the tactics.
- The sponsors are now seeing to be lacking the confidence on the field of cycling and moving to other sports.

10.3 Individual time trial start list for 2012 Giro d'italia final stage

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Giro d'Italia

Tappa 21ᵃ cronotabella

MILANO - MILANO
(Cronometro Individuale)
DOMENICA 27 MAGGIO 2012

km 30.0

ALTIM.	LOCALITA'		DISTANZE parziali	DISTANZE percorse	DISTANZE da percorrere	ORA DI PASSAGGIO media km/ora 49	ORA DI PASSAGGIO media km/ora 51	ORA DI PASSAGGIO media km/ora 53
	PROVINCIA DI MILANO							
121	MILANO	↑ Piazza Castello ¬ v. Gadio	0.0	0.0	30.0	0.00.00	0.00.00	0.00.00
120	Via P. e M. Curie	¬ ↑ via 20 settembre	0.9	0.9	29.1	0.01.06	0.01.04	0.01.01
119	Piazza Conciliazione	↑ v.Toti-v.Porta Vercellina	0.8	1.7	28.3	0.02.05	0.02.00	0.01.55
119	Viale Papiniano	↑	0.7	2.4	27.6	0.02.56	0.02.49	0.02.43
118	Via Dugnani	¬ ↑ via Foppa	0.3	2.7	27.3	0.03.18	0.03.11	0.03.03
118	Viale G. Washington	¬	1.0	3.7	26.3	0.04.32	0.04.21	0.04.11
119	Piazza Piemonte	↑ v.Buonarroti	1.1	4.8	25.2	0.05.53	0.05.39	0.05.26
121	Piazza Giulio Cesare	¬ v.Belisario ↑ v.Cassiodoro	0.9	5.7	24.3	0.06.59	0.06.42	0.06.27
125	Piazza 6 Febbraio	↑ v. Boezio ¬ v.Duilio	0.7	6.4	23.6	0.07.50	0.07.32	0.07.15
130	Piazza Carlo Magno	¬ v.Gattamelata ¬ v.Teodorico	0.7	7.1	22.9	0.08.42	0.08.21	0.08.02
126	Viale Scarampo	¬ ↑ v.De Gasperi	0.8	7.9	22.1	0.09.40	0.09.18	0.08.57
134	Via Rizzo	↑ ¬ via Gallarate	2.8	10.7	19.3	0.13.06	0.12.35	0.12.07
135	Rotatoria via Gallarate	¬	2.0	12.7	17.3	0.15.33	0.14.56	0.14.23
131	Viale De Gasperi	¬ ↑ v.Scarampo	2.2	14.9	15.1	0.18.15	0.17.32	0.16.52
127	Viale Teodorico	¬ ¬ v.Gattamelata ¬ v.Colleoni	2.7	17.6	12.4	0.21.33	0.20.42	0.19.55
126	Piazzale D. Chiesa	↑ ↑ v.E.Filberto	0.8	18.4	11.6	0.22.32	0.21.39	0.20.50
127	Corso Sempione	¬	0.4	18.8	11.2	0.23.01	0.22.07	0.21.17
123	via F. Melzi d'Eril	¬ ↑ v.Byron	1.2	20.0	10.0	0.24.29	0.23.32	0.22.38
121	P. Lega Lombarda	¬ ¬ v.Moscova	1.1	21.1	8.9	0.25.50	0.24.49	0.23.53
121	via Solferino	¬	0.7	21.8	8.2	0.26.42	0.25.39	0.24.41
121	Bastioni di Porta Nuova	¬ ↑ P.le Princ. Clotilde	0.5	22.3	7.7	0.27.18	0.26.14	0.25.15
121	Piazzale della Repubblica	¬ ↑ v.Vittor Pisani	0.7	23.0	7.0	0.28.10	0.27.04	0.26.02
122	Piazza Duca d'Aosta	¬	0.8	23.8	6.2	0.29.09	0.28.00	0.26.57
121	Piazza della Repubblica	¬ v.le Città di Fiume	0.8	24.6	5.4	0.30.07	0.28.56	0.27.51
120	Piazza Oberdan	↑ v.Maino ↑ v.Bianca Maria	0.7	25.3	4.7	0.30.59	0.29.46	0.28.38
116	Piazza Cinque Giornate	¬ v.Bianca Maria ↑ v.Maino	1.3	26.6	3.4	0.32.34	0.31.18	0.30.07
120	Corso Venezia	¬	1.2	27.8	2.2	0.34.02	0.32.42	0.31.28
118	Piazza San Babila	↑ Corso Europa	1.0	28.8	1.2	0.35.16	0.33.53	0.32.36
118	via Larga	↑	0.5	29.3	0.7	0.35.53	0.34.28	0.33.10
118	via Palazzo Reale	¬	0.2	29.5	0.5	0.36.07	0.34.42	0.33.24
121	Piazza Duomo	¬	0.2	29.7	0.3	0.36.22	0.34.56	0.33.37
121	MILANO	↑ Piazza Duomo	0.3	30.0	0.0	0.36.44	0.35.18	0.33.58

NOTE:

Partenza primo atleta: ore 13.35 circa
Arrivo ultimo atleta: ore 17.15 circa

Rilevamento Cronometrico:
km 12.7   Rotatoria via Gallarate
km 22.3   Bastioni di Porta Nuova

10.4 An example of Rules published by the organizer for a road race

RCS Sport

La Gazzetta dello Sport
Tutto il rosa della vita

97TH EDITION
THURSDAY, OCTOBER 13, 2011
REGULATION

Article 1 - Organization
RCS Sport S.p.A. – Via Solferino, 28 – 20121 Milan – Phone (+39) 02.6282.8637/8758 – fax (+39) 02.29009684, announces and organizes the 97th edition of the GRAN PIEMONTE, which will take place on Thursday, October 13, 2011.

Article 2 – Type of race
The race is reserved to cyclists belonging to the Men Elite category, and is recorded in the U.C.I Europe Tour calendar.
The race falls within the 1.HC class, and in compliance with the UCI Regulations the points to be attributed for the place list are as follows:
1st place 100 points – 2nd place 70 points – 3rd place 40 points – 4th place 30 points – 5th place 25 points – 6th place 20 points – 7th place 15 points – 8th place 10 points – 9th place 9 points – 10th place 8 points – 11th place 7 points – 12th place 6 points – 13th place 5 points – 14th place 4 points – 15th place 3 points
For the UCI Europe Tour place list.

Article 3 - Participation
In compliance with the provisions of article 2.1.005 of the U.C.I Regulations, the race is reserved for the following teams: UCI Pro Teams, UCI Continental Professional Teams and U.C.I Continental Teams having the Italian citizenship.
According to article 2.2.003 of the U.C.I Regulations the established number of riders per team shall be set in 8 maximum.
The Organizer, to the purpose of safeguarding the image and the reputability of its race, reserves the right to refuse, up to the departure time, the riders or the Sporting Groups which by their acts or declarations would prove to neglect the principles of sport fair play and the commitments undertaken and set forth in paragraph 1.1.023 of the U.C.I. Regulations.
Moreover, in the event the racers or the Sporting Group would fail, during the race, in complying with the principles set out in the foregoing paragraph, the Organizer shall also reserve the right to exclude them from the race at any time.

Article 4 – Race Headquarters
The preliminary operations will take place on Wednesday, October 12, 2011, from 3.00 pm to 6.00 pm.
The verification of the licenses, the confirmation of the departing racers and the collection of the numbers will take place from 3.00 pm to 4.45 pm, while the Sporting Managers' Meeting with the College of Juries, organized according to the provision of article 1.2.087 of the U.C.I Regulations, will take place at 5.00 pm on the premises of Municipio in Piazza Martiri, 1 in Piasco.

Article 5 – Radio information
Race news are broadcasted on the 149,800 MHz frequency.

Article 6 – Technical Assistance
The technical assistance services is ensured by Vittoria with 3 servicing cars.

Article 7 – Maximum time
Racers with a gap higher than 5% of the winner's time will be considered as out of time limit.
The time limit can be increased by the Commissaries, in case of exceptional circumstances and after consulting with the Organizer.

Article 8 - Prizes

The race prizes correspond to the maximum set forth by U.C.I. – F.C.I.:

1°	place	€	7,515.00	%	39.97
2°	"	€	3,760.00	"	20.00
3°	"	€	1,875.00	"	9.97
4°	"	€	935.00	"	4.97
5°	"	€	745.00	"	3.96
6°	"	€	565.00	"	3.01
7°	"	€	565.00	"	3.01
8°	"	€	375.00	"	1.99
9°	"	€	375.00	"	1.99
10°	"	€	190.00	"	1.01
11°	"	€	190.00	"	1.01
12°	"	€	190.00	"	1.01
13°	"	€	190.00	"	1.01
14°	"	€	190.00	"	1.01
15°	"	€	190.00	"	1.01
From 16th to 20th		€	190.00	"	1.01
Total		€	18,800.00	%	100.00

The above chart refers to the value that the organization makes available to the A.C.C.P.I. for the distribution to the associate and/or to the delegating parties.

Article 9 – Medical Check-up

The UCI antidoping regulation fully applies.

The medical check-up will be made upon arrival, at the mobile clinic, according to the U.C.I – F.C.I regulations and to the applicable law provisions in force.

Article 10 – Awards Ceremony

According to the provisions of article 1.2.112 of the U.C.I Regulations the first three racers arrived shall attend the award ceremony 10 minutes after their arrival.

The winner shall present himself in the Press Room.

Article 11 – Sanctions

Applying sanctions are those set forth in the U.C.I Regulations.

Article 12 – General Provisions

Only persons identified upon collection of the identification sign by the owner of the relevant motor vehicle are entitled to follow the race. Possible changes or additions shall be notified to the Organization Manager. Drivers of duly identified cars and motorbikes shall comply with the provisions set forth by the Rules of the Road and shall furthermore comply with the rules set out by the Organization Manager and his collaborators. Persons who are not recognized as having roles acknowledged by the organizers and services-related functions as well as under-age persons are not allowed to follow the race.

The Organization shall not be liable in any way whatsoever for damages deriving from accidents occurred prior, during and after the race and deriving from actions not ascribable to the same organization, to persons in general, even if unrelated with the race.

For all that is not regulated under this ruling the U.C.I and F.C.I regulations shall apply.