

**CRITICAL SUCCESS FACTORS  
AND THEIR IMPLEMENTATION  
IN SPORTS EVENTS ORGANISATION  
AND MANAGEMENT**

**SPYRIDON KOKOLAKIS**

**Faculty of Health Sciences and Sport  
University of STIRLING  
Scotland UK**

**Submitted for the degree of Doctor of Philosophy  
December 2018**

## Abstract

A successful sport event is not only an implementation of the management principles from the organisers but a live adaptation process that requires a deep understanding of the political, economic and social environment that takes place in a specific area at a specific time. As success has many different parameters and stakeholders with different expectations who define success in different terms, organisers need to be flexible in their recognition of the specific characteristics of each sport event so as to adopt new ideas, methods and skills or develop novel know-how where is needed in order to ensure the event is a success. For this reason the objectives of this study are: a. To understand how event organisers define the success of an event, b. Identify the Critical Success Factors (CSFs) that influence the success of different types of sporting event, c. To propose a framework of CSFs for the sports events in order to develop a broader and deeper understanding of how to deliver a successful sporting event. In order to meet these three research objectives in this study twenty two people from five sporting organisations participated like FIBA, FINA, UEFA, the LAUSSANE TRIATHLON and the APHRODITE HALF MARATHON.

In this multifaceted organisational environment in which event organisers operate, the recognition and identification of critical success factors for each event organisational area will provide a helpful framework for the successful organisation of events. The results of the present study were collected through semi-structured interviews and the classification and coding was done through use of NVivo 10 software.

The study provides a useful basis for sports events organisation that connects the identified success factors that could influence the sports events with the CSFs, as a closely connected organisational set. Also this study focuses on what event organisers consider the critical success factors areas for a sport event to be and how they use them during the life cycle of the event organisation. In this, the key performance indicators, provide a clear sequence between the objectives, targets, action plans and measures that will take place during the event organisation. It considers a broad framework of CSFs, including communication, governmental and public support, financial, organisational, sport community, and stakeholders, technical and technological factors that could influence the success of the sport event. In addition, the study provides a framework for the determination of CSFs to support the sporting event organisation to keep track of the implementation progress of the event.

## Acknowledgements

A great journey has come to an end after much time, effort and work. This trip could not be done if some people were not close to me to support, motivate, encourage and give me correct scientific guidelines.

First and foremost I would like to express my sincere gratitude to my supervisor Leigh Robinson for the continuous support of my Ph.D. study and her patience, motivation and immense knowledge. Her guidance helped me in all time of research and writing of this thesis and it has been an honor to be her Ph.D. student.

Besides my advisor, I would like to thank the rest of my thesis committee: Dr. Eleni Theodoraki, Dr. Irene Reid, and Dr. Claudio Roch for their insightful comments and encouragement.

I have kept the most heartfelt words for my family: I will never be able to express my gratitude for their love and encouragement; to my parents who raised me with love for education and supported all my pursuits; especially to my father who passed away before I reached the end of this effort; to my little treasures Labrini and Haridimos that supported me spiritually throughout the writing phase of this thesis by creating a harmonious environment at home.

Above all, I would like to specially thank my wife Lina for her love, constant and unconditional support, understanding, encouragement and help during this journey. Thank you for all the late nights and early mornings that we had to work together on this thesis, thank you for being my muse, editor, proofreader, motivator and supporter during the difficult times. Thank you for being my best friend. I owe you everything.

Spiros Kokolakis  
*Stirling University*  
25 February 2019

## **Keywords**

CSFs (Critical Success Factors)

ROI (Return on Investment)

## **Abbreviations**

CSF – Critical Success Factors

KPI – Key Performance Indicators

ROI – Return on Investment

UEFA - Union of European Football Associations

FIBA - Fédération Internationale de Basket-Ball

FINA - Fédération Internationale de Natation

# Table of Contents

## Contents

1. Introduction .....	13
2. Conceptual Approach and Objectives of the Study .....	14
3. Literature Review .....	16
3.1 Sport event management – a macro level perspective .....	16
3.1.2 Introduction.....	16
3.1.3 Definition of Sport events.....	16
3.1.4 Types of Sport Event.....	16
3.1.5 Impact of Sport Events .....	20
3.1.6 Economic Impact of Sport Events.....	21
3.1.7 Environmental Impact of Sport Events .....	22
3.1.8 Legacy Impact of Sport Events.....	23
3.2 Sport event organisation – a meso level perspective .....	24
3. Conclusions.....	28
3.3 Critical Success Factors – a micro level perspective.....	30
3.3.1 Defining Success.....	30
3.3.2 Measures of Success.....	31
3.3.3 Defining Critical Success Factors – a meso level perspective.....	33
3.3.4 The Role of Critical Success Factors .....	35
3.3.5 Conclusions.....	46
4. Methodology Research.....	49
4.1 Introduction .....	49
4.2 Research Aim and Objectives .....	49
4.3 The Nature of Scientific Discovery .....	50
4.4 Methodology and Methods .....	53
4.4.1 Case Study Methodology.....	53
4.4.2 Data Collection .....	55
4.4.3 Data Analysis .....	58
4.4.4 Reliability and Validity of the Study.....	61
5. Years of Experience.....	64
6. Semi-structure Interviews Questions.....	65

7. Summary .....	67
8. Case Studies Analysis .....	68
8.1 Introduction .....	68
9. FIBA Case Study .....	69
9.1 Introduction .....	69
9.2 Overview or Introduction the of Sporting Event.....	69
9.2.1 Interviewees .....	69
9.3 Success Factors of a Sporting Event.....	70
9.4 Indicators for Evaluation of Success Factors .....	72
9.4.1 Qualitative Success Factors .....	72
9.4.2 Quantitative Success Factors .....	73
9.5 Summary .....	74
9.6 Critical Success Factors of the Sporting Event .....	76
9.6.1 Introduction.....	76
9.7 FIBA Definition of Critical Success Factors.....	77
9.8 Critical Success Factors Areas .....	78
9.8.1 Communication Critical Success Factors .....	78
9.8.2 Government and Public Support Critical Success Factors .....	80
9.8.3 Financial Critical Success Factors.....	82
9.8.4 Organisational Critical Success Factors .....	84
9.8.5 Sporting Community Critical Success Factors .....	88
9.8.6 Stakeholders Critical Success Factors .....	89
9.8.7 Technical Critical Success Factors.....	93
9.8.8 Technological Critical Success Factors.....	94
9.9 The Impact of Critical Success Fs on FIBA’s Sporting Event.....	96
9.10 Case Study Summary and Discussion.....	97
10. FINA Case Study .....	100
10.1 Introduction .....	100
10.2 Overview or Introduction of the Sporting Event .....	100
10.2.1 Interviewees .....	100
10.3 Success Factors of a Sporting Event.....	101
10.4 Indicators for the Evaluation of Success Factors.....	103
10.4.1 Qualitative Success Factors .....	103

10.4.2 Quantitative Success Factors .....	104
10.5 Summary .....	106
10.6 Critical Success Factors of the Sporting Event .....	108
10.6.1 Introduction.....	108
10.7 Definition of Critical Success Factors .....	108
10.8 Critical Success Factors Areas .....	108
10.8.1 Communication CSFs.....	108
10.8.2 Government and Public Support CSFs.....	110
10.8.3 Financial Critical Success Factors.....	111
10.8.4 Organisational Critical Success Factors .....	113
10.8.5 Sporting Community Critical Success Factors .....	115
10.8.6 Stakeholders Critical Success Factors .....	116
10.8.7 Technical Critical Success Factors.....	119
10.8.8 Technological Critical Success Factors.....	120
10.9 The Impact of Critical Success Factors on FINA’s Sporting Event.....	121
10.10 Case Study Summary and Discussion.....	122
11. UEFA Case Study .....	125
11.1 Introduction .....	125
11.2 Overview or Introduction of the Sporting Event.....	125
11.2.1 Interviewees .....	125
11.3 Sporting Event Success Factors (UEFA).....	126
11.4 Indicators for Evaluation of Success Factors .....	129
11.4.1 Qualitative Success Factors .....	129
11.4.2 Quantitative Success Factors .....	131
11.5 Summary .....	134
11.6 Critical Success Factors of the Sporting Event .....	135
11.6.1 Introduction.....	135
11.7 Definition of Critical Success Factors (UEFA).....	135
11.8 Critical Success Factors Areas .....	136
11.8.1 Communication CSFs.....	136
11.8.2 Government and Public Support CSFs.....	138
11.8.3 Financial Critical Success Factors.....	139
11.8.4 Organisational Critical Success Factors .....	142

11.8.5 Sporting Community Critical Success Factors .....	148
11.8.6 Stakeholders Critical Success Factors .....	150
11.8.7 Technical Critical Success Factors.....	154
11.8.8 Technological Critical Success Factors.....	156
11.9 The Impact of Critical Success Fs on UEFA’s Sporting Events .....	158
11.10 Case Study Summary and Discussion.....	158
12. Lausanne Triathlon Case Study .....	161
12.1 Introduction .....	161
Lausanne Triathlon.....	161
12.2 Overview of the Organisation and Event .....	161
12.2.1 Interviewees .....	161
12.3 Success Factors of the Lausanne Triathlon .....	162
12.4 Indicators for Evaluation of Success Factors .....	164
12.4.1 Qualitative Success Factors .....	164
12.4.2 Quantitative Success Factors .....	165
12.5 Summary .....	167
12.6 Critical Success Factors of the Sporting Event .....	169
12.6.1 Introduction.....	169
12.7 Definition of Critical Success Factors (Lausanne Triathlon).....	169
12.8 The Critical Success Factors Areas .....	170
12.8.1 Communication CSFs.....	170
12.8.2 Governmental and Public Support CSFs.....	171
12.8.3 Financial Critical Success Factors.....	172
12.8.4 Organisational Critical Success Factors .....	174
12.8.5 Sporting Community Critical Success Factors .....	177
12.8.6 Stakeholders Critical Success Factors .....	179
12.8.7 Technical Critical Success Factors.....	182
12.8.8 Technological Critical Success Factors.....	183
12.9 The Impact of CSFs on the Lausanne Triathlon Sporting Event.....	184
12.10 Case Study Summary and Discussion.....	185
13. Aphrodite Half Marathon Case Study .....	188
13.1 Introduction .....	188
Aphrodite Half Marathon.....	188



13.2 Overview of the Organisation and Event .....	188
13.2.1 Interviewees .....	188
13.3 Success Factors of the Aphrodite Half Marathon.....	189
13.4 Indicators for Evaluation of Success Factors .....	190
13.4.1 Qualitative Success Factors .....	190
13.4.2 Quantitative Success Factors .....	192
13.5 Summary .....	194
13.6 Critical Success Factors of the Sporting Event .....	195
13.6.1 Introduction.....	195
13.7 Definition of Critical Success Fs (Aphrodite Half-Marathon).....	196
13.8 Critical Success Factors Areas .....	196
13.8.1 Communication CSFs.....	196
13.8.2 Government and Public Support CSFs.....	198
13.8.3 Financial Critical Success Factors.....	199
13.8.4 Organisational Critical Success Factors .....	201
13.8. 5 Sporting Community Critical Success Factors .....	203
13.8.6 Stakeholders Critical Success Factors .....	204
13.8.7 Technical Critical Success Factors.....	207
13.8.8 Technological Critical Success Factors.....	208
13.9 The Impact of Critical Success Factors on the Aphrodite Half        Marathon .....	209
13.10 Case Study Summary and Discussion.....	210
14. Cases Studies Discussion and Comparison .....	212
14.1 Introduction .....	212
14.2 Case Studies Comparison.....	212
14.3 Success Factors.....	212
14.3.1 Perceptions of Event Success Factors .....	212
14.3.2 Indicators of Success .....	214
14.3.3 Quantitative Indicators for Success Factors.....	216
14.4 Critical Success Factors .....	218
14.4.1 Definition of CSFs.....	218
14.4.2 Classification of Critical Success Factors for Sporting Events .....	220
14.5 Areas of Critical Success Factors .....	221
14.5.1 Communication Critical Success Factors .....	221

14.5.2 Government & Public Support Critical Success Factors.....	222
14.5.3 Financial CSFs .....	224
14.5.4 Organisational Critical Success Factors .....	225
14.5.5 Sporting Community CSFs.....	227
14.5.6 Stakeholders CSFs.....	229
14.5.7 Technical CSFs .....	230
14.5.8 Technological CSFs.....	231
14.6 Summary .....	232
15. Discussion.....	233
15.1 Micro-level perspectives.....	233
15.2 Meso level perspectives.....	235
15.3 Macro-level perspectives .....	243
16. The Contribution of the Research to Existing Knowledge.....	249
17. Conclusion .....	254
18. Areas of Future Research.....	256
19. List of References.....	257
20 ANNEX .....	273
20.1 A Full Transcript of One Interview .....	273
20.1.1 Case Study - FIBA .....	273

## Tables

Table 1. Classification of Sporting Events Table .....	18
Table 2. Professional Status of Interviewees .....	64
Table 3. Years of Experience .....	64
Table 4. FIBA List of Interviewees .....	70
Table 5. The CSFs are categorised in eight main areas: .....	76
Table 6. FIBA Success Factors of a Sporting Event, as Identified by the Interviewees .....	98
Table 7. FINA List of Interviewees .....	101
Table 8. FINA Success and Critical Success factors of a Sporting Event .....	123
Table 9. UEFA List of Interviewees .....	126
Table 10. UEFA Success Factors of a Sporting Event .....	159
Table 11. Lausanne Triathlon List of Interviewees .....	162
Table 12. Lausanne Triathlon Success and Critical Success Factors of a Sporting Event ....	186
Table 13. Aphrodite Half-Marathon List of Interviewees .....	188
Table 14. Aphrodite Half Marathon Success and CSFs for Sporting Event .....	210
Table 15. Success Factors Similarities & Differences of Sports Events .....	214
Table 16. Qualitative Indicators for Success Factors of Sports Events .....	214
Table 17. Quantitative Indicators for Success Factors of Sports Events .....	217
Table 18. Definition of CSFs International & Hallmark Sporting Events .....	219
Table 19. Communication CSFs International & Hallmark Sporting Events .....	222
Table 20. Government & Public Support CSFs International & Hallmark Sporting Events ..	224
Table 21. Financial Critical Success Factors International & Hallmark Sporting Events .....	225
Table 22. Organisational CSFs International & Hallmark Sporting Events .....	227
Table 23. Stakeholders Critical Success Factors International Sporting Events .....	228
Table 24. Stakeholders Critical Success Factors Hallmark Sporting Events .....	230
Table 25. Technical Critical Success Factors International & Hallmark Sporting Events ....	231
Table 26. Technological Critical Success Factors Hallmark Sporting Events .....	232

## Figures

Figure 1: The event planning process (Masterman 2009).....	26
Figure 2. Case Study Methodology.....	56
Figure 3. Data Analysis and Interpretation (Yin 2009).....	58
Figure 4. FIBA Success Factors for Sporting Events .....	72
Figure 5. FIBA Qualitative Indicators for Success Factors.....	73
Figure 6. FIBA Quantitative Indicators for Success Factors.....	74
Figure 7. FIBA Success Factors and Quantitative & Qualitative Indicator .....	75
Figure 8. Areas of Critical Success Factors.....	77
Figure 9. FIBA Communication Critical Success Factors .....	79
Figure 10. FIBA Governmental and Public Support Critical Success Factors.....	82
Figure 11. FIBA Financial Critical Success Factors.....	84
Figure 12. FIBA Organisational Critical Success Factors .....	88
Figure 13. Sporting Community Critical Success Factors .....	89
Figure 14. FIBA Stakeholders Critical Success Factors .....	93
Figure 15. FIBA Technical Critical Success factors.....	94
Figure 16. FIBA Technical Critical Success factors.....	96
Figure 17. FINA Success Factors for Sporting Events .....	103
Figure 18. FINA Qualitative Indicators for Success Factors .....	104
Figure 19. FINA Quantitative Indicators for Success Factors.....	106
<i>Figure 20. FINA Success Factors and Quantitative &amp; Qualitative Indicators .....</i>	<i>107</i>
Figure 21. FINA Communication CSFs.....	110
Figure 22. FINA Governmental and Public Support Critical Success Factors .....	111
Figure 23. FINA Financial Critical Success Factors.....	112
Figure 24. FINA Organisational Critical Success Factors .....	115
Figure 25. FINA Sporting Community Critical Success Factors .....	116
Figure 26. FINA Stakeholders Critical Success Factors.....	118
Figure 27. FINA Technical Critical Success factors.....	120
Figure 28. FINA Technological Critical Success Factors.....	121
Figure 29. UEFA Success factors for Sporting Events .....	129
Figure 30. UEFA Qualitative Indicators for Success Factors .....	131
Figure 31. UEFA Quantitative Indicators for Success Factors .....	133
Figure 32. UEFA Success Factors and Quantitative & Qualitative Indicators .....	134
Figure 33. UEFA Communication CSFs.....	138
Figure 34. UEFA Governmental and Public Support Critical Success Factors .....	139
Figure 35. UEFA Financial Critical Success Factors.....	142
Figure 36. UEFA Organisational Critical Success Factors .....	148
Figure 37. UEFA Sporting Community Critical Success Factors .....	150
Figure 38. UEFA Technical Critical Success factors.....	156
Figure 39. UEFA Technological Critical Success Factors.....	157
Figure 40. Success Factors for the Lausanne Triathlon .....	163

Figure 41. Lausanne Triathlon Qualitative Indicators for Success Factors .....	165
Figure 42. Lausanne Triathlon Quantitative Indicators for Success Factors.....	167
Figure 43. Lausanne Triathlon Success Factors and Quantitative & Qualitative Indicators	168
Figure 44. Lausanne Triathlon Communication CSFs.....	171
Figure 45. Lausanne Triathlon Governmental and Public Support Critical Success Factors	172
Figure 46. Lausanne Triathlon Financial Critical Success Factors.....	174
Figure 47. Lausanne Triathlon Organisational Critical Success Factors .....	177
Figure 48. . Lausanne Triathlon Sporting Community Critical Success Factors .....	179
Figure 49. Lausanne Triathlon Stakeholders Critical Success Factors .....	182
Figure 50. Lausanne Triathlon Technical Critical Success factors.....	183
Figure 51. Lausanne Triathlon Technological Critical Success Factors.....	184
Figure 52. Aphrodite Half Marathon Success factors.....	190
Figure 53. Aphrodite Half Marathon Qualitative Indicators for Success Factors .....	192
Figure 54. Aphrodite Half Marathon Quantitative Indicators for Success Factors .....	194
Figure 55. Aphrodite Half Marathon Success Factors and Quantitative & Qualitative Indicators .....	195
Figure 56. Aphrodite Half Marathon Communication CSFs .....	198
Figure 57. Aphrodite Half Marathon Governmental & Public Support CSFs .....	199
Figure 58. Aphrodite Half Marathon Financial CSFs.....	201
Figure 59. Aphrodite Half Marathon Organisational Critical Success Factors .....	203
Figure 60. Aphrodite Half Marathon Sporting Community Critical Success Factors .....	204
Figure 61. Aphrodite Half Marathon Stakeholders Critical Success Factors.....	207
Figure 62. Aphrodite Half Marathon Technical Critical Success Factors .....	208
Figure 63. Aphrodite Half Marathon Technological Critical Success Factors.....	208
Figure 64. Conceptual Model of Sporting Event CSFs Implementation .....	247
Figure 65. Critical Success Factors of CSFs Area.....	253

# 1. Introduction

A successful sporting event requires a deep understanding of the political, economic and social environment that takes place in a specific area, at a specific time. As an event's success has many different parameters and stakeholders with differing expectations who define success in different terms, organisers need to be flexible in their recognition of the specific characteristics of each event in order to ensure the event is a success. In this multifaceted organisational environment in which event organisers operate, the recognition and identification of critical success factors (CSFs) for event functional areas can provide a managerial framework for the successful organisation of events.

Critical success factors are the aspects of a business process that must perform well to ensure the enterprise's success (Jayaraman and Teo, 2010). The term critical success factor often refers to an element that is necessary for an organisation or project to achieve its mission (Griffin 1995). Brotherton and Shaw (1996) pointed out that CSFs are the essential things that must be achieved by the company, or which areas will produce the greatest "competitive leverage". They also stated that the CSFs are not static, but dependant on a combination of factors such as where the organisation currently is and where it wants to be. The critical success factor is often considered as one of the vital ways to improve the effectiveness of a projects delivery (Chan et al. 2004). It was also first proposed by Rockart that CSFs can be considered as "*the limited number of areas in which results, if they are satisfactory, will ensure successful competitive performance for the organisation*" (Rockhart, 1979: p.85). Consequently, he stresses that a company should constantly and carefully manage these particular areas of activity. By identifying critical success factors, as suggested above, sporting event organisers have the opportunity to create a common point of reference that can direct the process of organising a successful sporting event.

## 2. Conceptual Approach and Objectives of the Study

This thesis focuses on the critical success factors of sporting events from the perspective of the event organiser, and investigates how these are utilised during the organisation of an event. It considers definitions of the event's success, a broad framework of CSFs, including communication, and governmental and public support, in seeking to understand the areas of an events organisation that impact on success. The research set out in this thesis aims to identify those factors that event managers consider to be critical in the organisation of their major sporting events.

In order to do this, the research utilised and adapted a commonly used conceptual approach, which has been used in the investigation of sport policy (de Bosscher, de Knop, van Bottenburg and Shibli, 2006, 2008) and sport management (Böhlke and Robinson, 2009). Based on Goffman's frame analysis (1986), this research investigates what constitutes a successful event from the perspective of an event manager (at the micro level), moves on to consider the factors that lead to that success (at the meso level) and finally establishes a framework of critical success factors for the event industry (at the macro level).

In his original work, Goffman (1986) identified a "frame" as "schemata of interpretation" to locate, perceive, identify and label situations, experience and meaning. Through analysing a phenomenon at multiple levels more of the influences on the understanding, development and action around the phenomenon become more evident, as do the interactions associated with the phenomenon. This approach is predicated on the fact that there is an interaction or translation of factors across:

- The macro perspective: - those factors that impact on a situation at the global level. In this research, this is the sport event industry.
- The meso perspective: those factors fall between the micro- and macro-levels, such as those that impact on an organisation. In this research, this is the sport events under investigation. It is also worth noting that factors at this level may reveal connections between micro- and macro-levels.
- The micro perspective: those factors which focus on the individual and their setting. In this research, this is the event manager.

This approach was particularly valuable to this research because it allowed an understanding of how managers define success and then to identify how this must be delivered, which contributes to the success of the industry. The role of the manager is pivotal in this research because, as will be demonstrated by the analysis of existing literature, there is little research that investigates how managers perceive phenomena within the event management industry. In this industry, like many sport industries, management decision making is integral to its success, hence the emphasis on managers and the need to emphasise the analysis at the ‘micro’ or personal level.

In order to achieve the aim of the research, the objectives of this study are to:

- Understand how event organisers define the success of an event (micro level);
- Identify the critical success factors that influence the success of different types of sporting events (meso level);
- Propose a framework of critical success factors for major sporting events in order to develop a broader and deeper understanding of how to deliver a successful sporting event (macro level).



## **3. Literature Review**

### ***3.1 Sport event management – a macro level perspective***

#### 3.1.2 Introduction

The multifaceted impact and influence that a sport event has on different parts of society and its fast adaptation in social, cultural, economic, technological and environmental reality renders a sport event a dynamic representative of sport values. In this chapter the different types of sport events are discussed, along with the role and the impact that such events play in society, as a vehicle for social and cultural integration, as well as for economic development and environmental sustainability. It highlights how these factors are evaluated and how the concept of legacy influences the evaluation of sport events.

#### 3.1.3 Definition of Sport events

Numerous authors (Masterman 2009, Thorne 2015, Getz 2007, van der wagen & White 2010, Kaspar 2014a, Tara-lunga 2012, Wagen & White 2010, Bowdin & al.2011) have attempted to define the events and what constitutes an event. They believe that events vary in their scope, size, significance, complexity and visibility from the small regional to the mega international sport event. Events can be intended to meet social, business, political or financial targets and they may involve organisations from the public, private and voluntary sector working together for the event related processes to take place (Getz, 2007: Roche, 2000).

A sport event could be defined as the organised activities, plans, programs and actions that take place in an area in order to give the opportunity to all stakeholders that are interested about sport to participate or to attend this event.

#### 3.1.4 Types of Sport Event

Analyzing and understanding the different types of sport event may help to distinguish the different characteristics influence critical success for each type of sport event. The field of event management is concerned with those events that are planned and to mark the differences some refer to these events as special events (Allen et al., 2002; Getz, 1997). At this point the terminology differs; there are hallmark, mega, major and minor events referred to by various authors. Goldblatt (1997) and Hall (1992) refer to any Olympic Games as a hallmark event whereas Getz (1997) and Allen et al. (2002) bill them as mega events and describe hallmark

events as those that recur in a particular place where the city and the event become inseparable, as for instance Wimbledon, the tennis championships. Getz (1997) identifies mega-events by way of size and significance that have a high yield of tourism, media coverage, prestige and economic impact for the host. Bowdin, McDonnell, Allen and O'Toole (2001) in their substantial Events Management, identify four main categories of event: mega-events, hallmark events, major events and local events. Mega events are normally defined as "short-term events of fixed duration" (Hiller, 1998) or as "short-term events with long term consequences for the cities that stage them" (Richie, 2001).

Another way of considering events is to group them according to their size, and to a certain extent status such as: Mega-events; Hallmark Events; Major Events; Sporting Events; Cultural Events; Business Events (Bowdin et al. 2006). These ideas on events provide an overall structure into which most events can be fitted.

An understanding of the different types of sporting events allows an understanding of the different characteristics that may be influential in their success. As Getz (2008) has noted, events are a spatial-temporary phenomenon and each of them is unique because of interactions between the settings, people, and management systems, including design elements and the event program. Events differ in terms size, scope and scale along with the objectives and targets that the event organisers have set. Understanding these differences becomes important, because as stated above, it is likely that these differences will impact on the factors that lead to the event's success. Set out in Table one is a typology of sporting events to be found in the literature along with a description, or definition, of each.

Table 1. Classification of Sporting Events Table

<b>Authors</b>	<b>Types of Sporting Events</b>	<b>Description</b>
Goldblatt (1997, 2002)	<b>Special Events</b>	A unique moment in time, celebrated with ceremony and ritual to satisfy specific needs. There are four purposes for special events: celebration, education, marketing and reunion. Inaugurations Ceremonies, Closing Ceremonies, Public and Cultural festivals.
Hiller (2000), Getz (1997), Bowdin, McDonnell, Allen and O’Toole (2001). Getz (2005).	<b>Mega Events</b>	Large, short-term, high-profile events capable of having a significant impact on their host communities or countries. Sporting events such Olympics and FIFA World Cup are mega sporting events because of their size, in terms of prestige, public involvement, social and political influence, and media coverage and economic impact.
Getz (1997) and Allen et al. (2002), Bowdin, McDonnell, Allen and O’Toole (2001), Bowdin, McDonnell, Allen and O’Toole (2001).	<b>Hallmark Events</b>	Events that re-occur in a particular place where the city and the event become inseparable, for instance the Wimbledon tennis championships.
Jago & Shaw (1998), Bowdin, McDonnell, Allen and O’Toole (2001), Weed and Bull (2009).	<b>Major Events</b>	Prestigious events with long standing traditions that are expensive to stage, which attract large crowds and extensive media coverage, and attract funding to the host region leading to increased demand for associated services and leave legacies. Examples are major sporting events that are regularly held in a given country such as Formula 1 Grand Prix.
Grant (2009), Chavis (2008).	<b>Multisport events</b>	Competitions in a host city or host region, in which a variety of sports participate. These events bring together participants from different sports, competing under a common theme or organised for a specific community. Although the Olympics are the most notable multisport event, numerous others exist to serve different

		purposes such as Sport Universiades and the Youth Olympic games.
Lizandra & Gladden (2005).	<b>International events</b>	Certain events, such as the Olympics, Asian Games, European Athletics Games, the French Open, UEFA European Championship, have different countries competing in multiple sports or competing in one sport. Most major sporting events are international in nature.
Bowdin, McDonnell, Allen and O'Toole (2001).	<b>Local Events</b>	Events organised in a specific region and can be the town or city annual show, such as the Highland Games in Scotland. Also, events such as the New York or London Marathon that take place in the same city every year.
Bull (2006), Wilson (2006).	<b>Small events</b>	These events rely on local resources only, without a budget, but are less visible in term of marketing knowledge, because their small scale and interest. For small minor sporting events the number of participants can be greater than the number of spectators. These are usually held annually and have limited economic activity.

From Table 1 it is clear that many events fit into a number of different categories. However, with the staging of each particular event there are specific objectives to be achieved, specific stakeholders to be kept satisfied, and specific target populations, which make each event unique. Additionally, certain characteristics of each event take precedent over the others. For example, although the Olympic Games are an international, multi-sport event, the fact it is also a mega-event takes precedence in its delivery. Therefore, for the Olympic Games, achieving the CSFs associated with a mega event is of paramount importance.

The above classification of event and sport event in general reflects their multilevel and multifaceted character which they are called to play in the global, national and local society. This research focuses on major hallmark and International sporting events because they allow an understanding of a wide range of different events that are organised by local, National, and International sporting event organisations.

The analysis of the critical success factors from different type of sport event through this study can to add more information according to how the event organisers approach the organisation needs from these different types of the sport event.

### 3.1.5 Impact of Sport Events

The impact of sport events can influence significantly and effect both negatively and positively many areas in which a sport event takes place. The sports events can have a tangible or intangible impact on short, medium and long term period that many different parameters are taken into consideration differently from different stakeholders. This differentiation creates the necessity to the event organisers in order to increase the positive effects of the sports events and in parallel to reduce the negative effects. The event impact can be described as Preuss (2007) point out into three key dimensions: the social, economic and environmental dimension. The sport event social impact is referred to the manner in which could prompt changes in the collective and individual value systems, behaviour patterns, community structures, lifestyle and quality of life (Taks, 2013). Social impacts represent broad intangible benefits that accrue to residents (Inoue & Havard, 2014; Kim & Walker, 2012; Lee et al., 2013) and is defined as *“How organisations’ actions affect the surrounding community”* (Woodson, 2013). While most researchers conceptualize social impacts in the context of large-scale spectator sport events, Lee et al. (2013) have proposed a related, yet distinct framework for social impacts to assess a range of sport events and programs. Their framework defines social impacts based on five dimensions representing a set of interrelated intangible benefits: (a) social capital, (b) collective identities, (c) health literacy, (d) well-being, and (e) human capital. Social capital is the development of trustworthy social relationships and conditions that are essential to facilitating successful cooperation in the community. Collective identities entail the enhanced sense of belonging to the community that can provide residents with a shared self-concept as community members. Health literacy relates to residents capability to understand health-related information and make an appropriate health decision using such information. Well-being refers to enhancement in life quality that reflects improved psychological function and development. Lastly, human capital is the acquisition of knowledge, competencies, and skills fundamental to personal development (Lee et al., 2013). The sport event also impacts social cohesion *“They have an impact on participant’s emotional and intellectual outlook, in terms of pleasure, social interaction, stimulation of the mind and the senses-ranging from consumption of food and drink, to enjoying the atmosphere”* (Shone et al, 2013, pg74). While the sport event can contribute to enhancing a city’s cultural identity because the cities have the opportunity to present their traditions and culture to a wide worldwide population *“Events can improve the cultural identity of a host city, develop community involvement and integration, and instigate local economic benefits”* (Masterman, 2009, pg74). Planned events have always a purpose and

objectives, this leads to certain outcomes that are both desired and predicted, but it is also possible that the event creates some negative outcomes that are unanticipated (Getz & Page 2016, 352). It is believed that sport events can bring rich social benefits to a community, such as civic pride, social cohesion and community attachment (Inoue & Havard, 2014). The successful implementation of the sport event can influence significantly the impact that the sport event has according to the publicity because as Pettinger (2016) points out if the sport event is successful a city can benefit from positive publicity, but if it is not successful it can cause the opposite. The staging of sport events directly impacts the quality of life of people living in the host communities and because its temporality can trigger a variety of short- or long-term, positive or negative impacts, which lead to positive or negative outcomes (Tasks et al 2014). Also the place marketing (Matheson, 2010), the global audiences and massive television revenues for host destinations (Whitson et al., 2006), urban regeneration, infrastructure improvement, (Smith, 2014), strengthening international relations, employment opportunities, and sports participation. The global media attention that the mega-events gain is huge and it should be utilized to enhance the cities or nation's image (Preuss 2015, 645) which can be associated with increased international awareness and image enhancement for the host destination and region and increase investments and tourism (Leopkey & Parent 2012, 932, Chen 2015,74). Benefits from events are not limited to the host city because and the non-host cities have the opportunity to capitalize on visiting teams by attracting pre-Games training camps and integrating visiting teams into the local community that could offer accessibility and suitability of facilities and support services (Beesley and Chalip, 2011; Bell and Gallimore, 2015; Fairley, Cardillo and Filo, 2016; Kellet et al., 2008; Lovegrove and Fairley, 2017; O'Brien and Gardiner, 2006). While the proximity to the host city provides opportunities for co-branding or flow-on tourism during or around the event (Chalip, 2017).

### 3.1.6 Economic Impact of Sport Events

Sport events are considered as “valuable catalysts for economic development” that can influence significantly the financial environment of the host area according to O' Brien and Chalip (2008, p.318).

According to Rotherham (2005, p. 16) a sport event despite the significant cost for a community to host it, it has the opportunity to provide significant economic benefits through “accommodation and catering, or provision of other goods, experiences, or services”.

<b>Benefits Drivers</b>	
<b>B1</b>	New spending (Spent locally) by, Visitors, Event organizer, Non-local Businessess, Non-local government.
<b>B2</b>	Increased spending (locally) by: Local residents, Local businesses & Local government.
<b>B3</b>	Job creation
<b>B4</b>	Tax revenues
<b>B5</b>	Intangible benefits
<b>Cost Drivers</b>	
<b>C1</b>	Crowding out other visitors
<b>C2</b>	Crowding out locals
<b>C3</b>	Crowding out local business activity, Disruption, Event location (set up).
<b>C4</b>	Leakages (local revenue spent non-locally).
<b>C5</b>	Opportunity costs of local money spent locally on: Short-term operating costs, Long-term operating costs, Capital costs.

According to Agha & Taks (2015, 215) an optimal economic impact of any event occurs when locally supplied resources match the demanded event resources. Concerning the economic impacts, Gibson & al. (2012, 162) point out the positive economic impact outweigh the costs in small events because of the use of existing facilities, they bring visitors to the community who would not have otherwise visited during the event, provide income for hotels and restaurants and benefit other businesses.

Arnord (2014) also states the economic benefit can be evaluated by the new permanent jobs that are created and the unemployment rate of the host region, but concerning the new jobs, Agha and Tasks (2015,207) states that it is unlikely in the context of small events. Also Agha and Tasks (2015, 200-201) point out that comparing the smaller events with the larger-scale events the smaller events might generate limited economic activity, but their outcomes and net benefits for the host community can actually be more positive than with mega events.

### 3.1.7 Environmental Impact of Sport Events

The sport events organisations have recognised the importance that they have on the environmental issues concerning their games and try to find new ways to improve their

organisational actions so as their events to be more environmental friendly. This is why the international sports governing bodies and the winning organizers act as “footloose industries”, which means that they are interesting only for the sport event and their true interest about the environment is considerably limited (Preuss, 2012a, 21). The sports events can have significant positive environmental impacts by mitigating the use of carbon emission, created waste, water and energy and etc. during the sport event organisation. Minimizing the negative environmental impacts of the sports events constitute an important goal for sport event organisations while they have the power through their extensive publicity through the media coverage to motivate, inspire and support policies and programmes for the environment.

### 3.1.8 Legacy Impact of Sport Events

The legacy of an event can be defined as the “planned and unplanned, positive and negative, tangible and intangible structures created for and by a sport event that remain longer than the event itself” (Preuss, 2007,). A legacy can be understood to be “a long-lasting effect of an event or process. It can be positive or negative, intended or unintended” (Mangan 2008). Regarding Olympic legacies, Mangan (2008) observes that these cover: commonly recognised aspects (urban planning, sport infrastructure) to less recognised intangible legacies such as urban revival, enhanced international reputation, increased tourism, improved public welfare, additional employment, more local business opportunities, better corporate relocation, chances for city marketing, renewed community spirit, better inter-regional cooperation, production of ideas, production of cultural values, (affectionate) popular memory, education, experience and additional know-how. Another similar classification of legacies was done by Chappelet (2012) that he points out that legacies may be planned and top-down implemented such as enhanced infrastructure and mobility.

These aspects implicitly articulate the need for a focus that goes beyond economic and infrastructural factors, and includes social, community, and education objectives (Smith, 2014). Post-event planning includes keeping the memory of an event alive, through a legacy foundation, online spaces, and on-site referrals (Chappelet, 2012). The sport events can affect many aspects of the lives of people, such as education, social capital, economy, security (decrease in crime), health and overall quality of life (Gilbertson & Taylor 2015). Every stakeholder should be affected by a relevant legacy because the legacies affect the stakeholders differently (Chappelet 2012). For this reason it is very difficult to determine with accuracy how the legacy affects and if it is positive or negative as the effect can be very personal, and



influence the future development significantly so that the legacy eventually changes its form (positive or negative) (Preuss 2015.) That's why a legacy plan and implementation is needed to be closely connected with the stakeholders by understanding what legacies are possible, how, why and for whom while should be transparent and the process to be reported to the public (Coakley & Souza 2013; Rogerson 2016,; Weed 2014,).

The legacies, is necessary to be realistic and must be related with the resources like human, finance and time that are used to implement them and for this reason is very important to conduct pre-event evaluation of the legacy initiatives so that there are real data to compare the legacy outcomes in later periods (Bell & Gallimore 2015; Poon & Chan 2016,; Leopkey & Parent 2016, Phillips & Barnes 2015, Smith 2014b,). The creation of positive and lasting legacy requires deliberate effort, strong leadership and sustained commitment and attention and parallel should have separate legacy governance that begins prior the event while is an on-going process that is shared by a number of stakeholders, which will be able to manage the processes and control the accomplishment its overall goals (Leopkey & Parent 2016, 1; Bell & Gallimore 2015).

### ***3.2 Sport event organisation – a meso level perspective***

In the complex and rapidly changing world of sports event organisation, the clarification of strong organisational and communicational procedures between the different internal and external stakeholders that support the sport event organisation should require a specific organisational plan to manage the unique mix between paid staff, commercial companies and volunteers that exists in the organisation of sport events. Thus, a sport event has some unique characteristics that have to be taken into consideration in the development of the event to allow the vision and mission of the event to be achieved. Such aspects are the organisational structure, strategic management, organisational culture, human resource management, financial management, marketing, and performance management.

The global multilevel influence which sport event has on the cultural, political, environmental, social and financial life for each host area is extremely important. The legacy for the next generations, positive or negative, influences directly or indirectly the local population for a long time. It is acknowledged that there are a wide variety of events and festivals, which can be staged in a range of locations. In addition, events have a broad range of tangible and intangible pre-event and post-event impacts, which can occur in the short term or long-term time frames. The sport events can change the approach of people to sport by making them more

sport friendly, creating long lasting impacts and changing them to legacies so that the effects would live far beyond the event itself (Thorne 2015). The sporting events have been recognised as economic, political social and technical forces in the present time and in the future (Masterman 2009). Traditional research on economic impacts of events focused on direct and indirect tangible and monetary economic effects like revenues generated through the event or value added and contribution to the regional income within the first round or through the multiplier effect.

Spilling (2000) lists the main potential long-term impacts of events as falling into four categories: enhanced international awareness, increased economic activity, enhanced facilities and infrastructure, and increased social and cultural opportunities. This is likely to be based on the perception that sporting events generally provide 'new' income to a region, whereas community/cultural special events are often perceived to "help generate community pride and cohesion, foster the arts, contribute to healthy people, or conserve the natural environment" (Getz, 2000). The impact of sporting events to public, businesses, stakeholders and environment could influence the event organisers to make changes trying to inspire the surrounding environment to create positive impact and legacies for the future (Adcroft & Teckman 2009, Ramchandani & Coleman 2012).

However, a sport event will be successfully delivered only if it is transformed into well-designed planning (Rosca 2011). For this reason an event planning starts with an initiation phase (Aicher, Paule-Koba & Newand 2016,) in order for the event organizers to set the directions, the objectives, to determine the needs, and the feasibility of the event. The organisation of the sport event demands by the organisers to have a very specific image about each aspect of the sport event organisation because if the organisers have insufficient data in order to be able to take the most appropriate decisions, it will lead into unrealistic resources and time estimates and to unclear objectives and goals (Zarndt 2011,). The event planning according to Aicher (2016) can be divided into several stages like; Initiation, planning, implementation, evaluation and closure. Also Masterman's (2009) event planning process presents a model which very precisely includes all the stages that are needed for a sport event organisation (Figure 1). The staged structure of event planning process could be an effective and efficient way to ensure that effort and budget is used wisely (Bowdin & al. 2011, Also, it is necessary that the plans be adapted to keep control of achieving the desired objectives and outcome of the event (Ivanovic. Galicic & Micinac 2010).

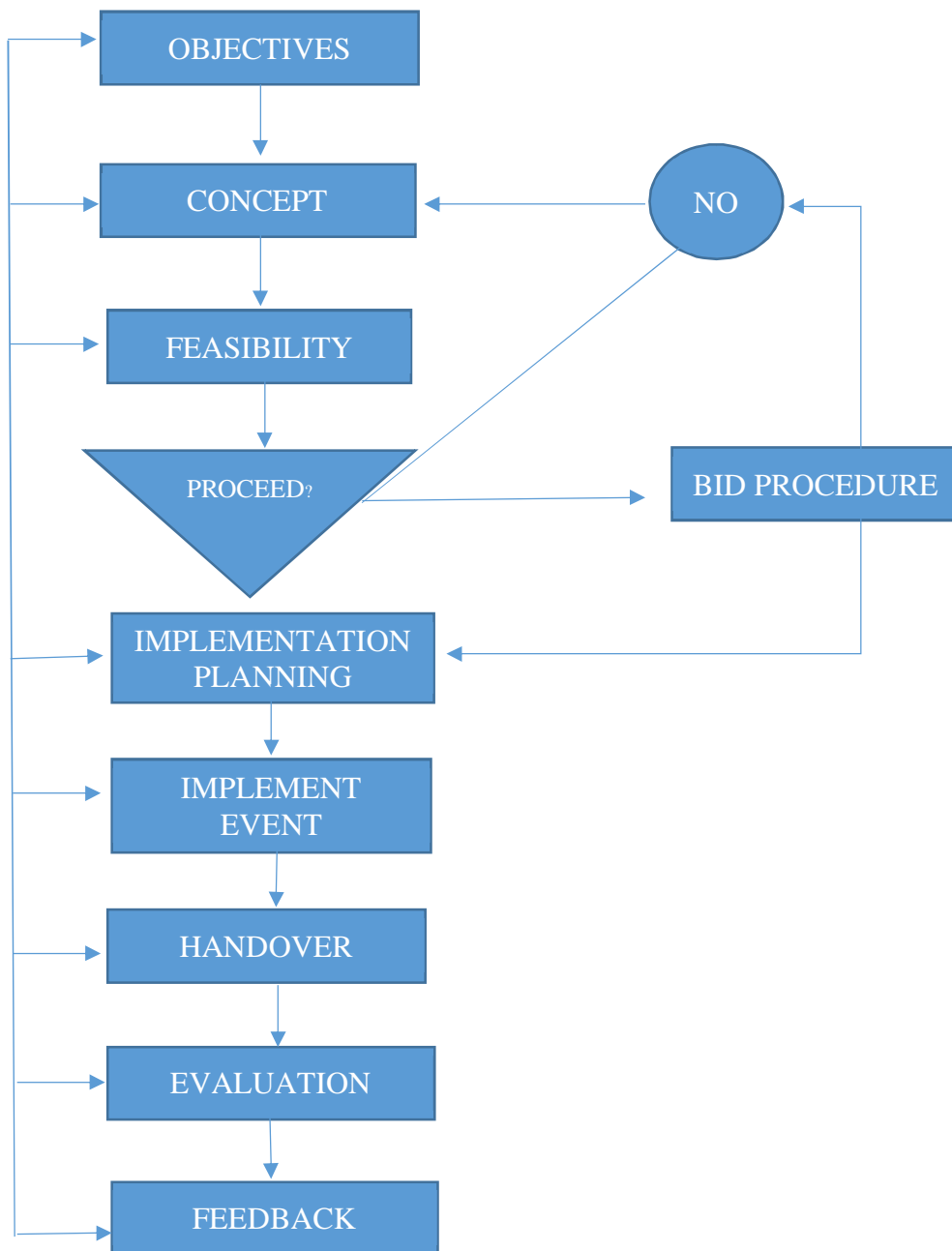


Figure 1: The event planning process (Masterman 2009)

The sport event organisation in order to achieve its aims and goals must follow specific plans and processes which must be supported from all stakeholders. More specifically taking into consideration an event planning process like the one proposed by Masterman (2009), the sport event organisers have the opportunity to set the objectives that must be achieved as targets in a specific timeframe so as to help the event organisers to focus on the purpose of the event following the mission and vision of the sport event organisation. The successful event

organisation planning must have determine a specific framework in which the organisers must give answers to the questions who – what – when – where - why – how and so what before moving forward to the event planning and coordination (Hopwood 2007, Mihai 2013, 234). Such an approach where the objectives of the event will be well determined, will be able to drive the event planning and sort out differences in opinion and managing conflicts (Masterman 2009, Van der Wagen & White 2010). Also, Jamar (2016) and Masterman (2009,) point out that when planning the objectives, a SMART (*Specific, Measurable, Achievable, Realistic and Timely*) consideration should be used because the objectives of a well-made plan must be evaluated during the whole event process while to be able to realign and readapt their organisational mechanism so as to ensure that the event will reach its objectives. For this reason the event organisers have to define the Critical Success Factors for each organisational area so that each critical factor for each objective be connected with specific performance indicators and targets that can be evaluated. Setting specific targets, deadlines and goals through the CSFs areas and using quantifiable indicators that they can be evaluated and measured could help the event organisers to think how the event can be improved and in parallel to ensure that the event will achieve what it is supposed to achieve (Masterman 2009).

After the event objectives a key issue according to Masterman (2009) is the determination of the event concept providing all the necessary information which makes the event unique. Such an approach drives the organisers to take into consideration very specific organisational issues about how the event will operate, the appropriateness of the location and venues, the facilities and theirs quality that exist in the host area, the required equipment and other specific conditions that could influence the successful implementation of the sport event. Through the event concept the event organisers have the opportunity to identify their potential strategies, partners, local and national governments, sport federations and others stakeholders that could influence a sport event (Ivanovic & al. 2010, Masterman 2009. Van der Wagen & White 2010). The next stage that the event organisers are called to follow in the event planning is the feasibility study which must analyse if it is possible to fulfil the stakeholders' expectations as well as to analyse the potential benefits and risks (Kaspar 2014b). The feasibility study can help the event organisers to confirm, before they take the final decision, to organise the sport event if it is viable to stage or not (Van Der Wagen 2007). For this reason the risk management analysis must be closely related with the organisational plan of the sport event because it gives the organisers the opportunity to awareness as much as possible the risks through the whole organisational phases before the hold of the event while some risks can be accepted but after evaluating the possible consequences (Kocholl 2014& Silvers 2008). The risk management

process can help the event organisation to evaluate and measure all the necessary resources, quicker recognition and response to the unpredictable situations and leaves less surprises and crises to the event organisers (Silver 2008).

The decision of proceeding or not to the sport event organisation, is related with the evaluation of the feasibility study's results. If the decision is NO then the sports event organisers must re-shape and re-approach their planning and begin the process again. If the decision is to proceed to organise the sports event then the organisers continue to the next phase that is the implementation plan.

The implementation planning focus on the short-terms strategies that make the sport event achieve the objectives. In this phase are involved all organisational aspects that are necessary for the sports event with great detail, i.e. day-to-day and hour to hour by operational plans. The operational plans are linked with each organisational area in order to cover all the necessary actions which are essential so as for the sport event to achieve its objectives and strategies. The operation plans during the implementation phase are extremely significantly to be shared to all stakeholders and participants of the sport event in order to be very well notified so as to be able to use this information for monitoring whether the implementation is progressing according to the plan or not (Egger 2014).

After the end of the event all the facilities and equipment must be handed over in the conditions agreed. This process is included in the implementation plan and according to (Kaspar 2014b, Masterman 2009) for some objectives and legacies it might happen years after the event itself. The evaluation of the sport event and the feedback for the future event is a significant phase of the event process because providing all the necessary documentation and evaluation that give the organisers useful information to create a data base creating baselines for the future events (Bowdin & al.2011).

### 3. Conclusions

The sport event has an increasingly important role in the world, influencing society in a political, environmental, financial, cultural and social way. The continuously increasing influence of sport event has requests a rational management of all parameters which constitute it. The analysis all of sport events' characteristics, the correct implementation along with the continuing evaluation of the performance of critical success factors that influence the

effectiveness of the sport event, are closely connected and support the continuing improving of the sport event organisation.

This is because, as noted by White and Fortune (2002), by identifying CSFs the organisation can ensure senior executive support, adequate resources are allocated, and clear goals are set. This is the underlying rationale for this thesis: in order for events to be successfully delivered and thus achieve the event objectives, it is necessary to understand the factors that are required to deliver a successful event, and furthermore the factors that are critical to their success.

### **3.3 Critical Success Factors – a micro level perspective**

Critical Success Factors can be used in all organisational areas of sporting event organisation. As a result of the wide range of influences on the management process, CSFs need to be part of the planning process so the organisers can recognise, define, identify, and measure the progress of each of these factors. A necessary part of this process is that the organisers identify the CSFs after they have defined the success factors of the event and the necessity for managers to do this implies a micro level perspective to understating this aspect of CSFs. Knowing the success factors, the organisers will be able to select the most critical ones that could influence the success of their event.

#### 3.3.1 Defining Success

In order to determine what factors are critical to the success of an event, it is necessary to have an understanding of how success might be defined. This will allow a focus on those aspects that will deliver a successful event. The success factors require special and permanent attention in order to guarantee a strong likelihood of the success otherwise, if these factors are not taken seriously, it could contribute the project to failure to achieve its goals (Kandelousi et al, 2011). Shenhar et al., (2003), suggested that success can be defined as number of factors, such as gaining an advantage, superiority, victory, accomplishment, achievement and added value. Turner and Cochrane (1993), and Gorog (2003) point out that a project could be considered a success if it is carried out by an appointed deadline, under budget, and fulfilling specified quality parameters. Also, as Cserhati (2014) points out a sport event can be characterised as successful when, meeting a project's primary aims; meeting a project's specified aims; the satisfaction of the contractors and the sponsors; and the satisfaction of local and national stakeholders. The first two factors are connected with the achievement of the event objectives, whereas the third and fourth factors describe the satisfaction of the project stakeholders and their collaboration. However, a sporting event as a project cannot be characterised as successful without taking into consideration a wide range of factors that consist of more aims and aspects. These aims must be predefined to set criteria in order for the organisers to be able to objectively characterise an event as a success. From the sporting event perspective, the success of the event is a component of organisational effectiveness where various stakeholders cooperate to contribute to the event experience. Ammon (2010), also points out that the effective strategic and operational planning are fundamental during event management, particularly in light of the complex framework of legal rights and litigation surrounding contemporary sport.

In considering the success of projects, Goatham (2013) has classified different definitions of project success into five tiers:

Tier 1: A project is a success if it delivers all or most of what it set out to (the scope), regardless of schedule or budget.

Tier 2: A project is a success if it delivers what it set out to on schedule and/or within the agreed budget.

Tier 3: A project is a success if it delivers what it set out to on schedule, within the agreed budget, and to the expected quality standards.

Tier 4: A project is a success if it delivers on all agreed project objectives, be it scope, schedule, budget, quality or outcome-based (that is, goals to be achieved or strategic positions to be attained).

Tier 5: A project is a success if the project creates significant net value for the organisation after the project is completed.

Taking into consideration the aforementioned definitions of project success from Goatham, (2013), the success of a sporting event could be defined as having delivered the predefined and acceptable framework from all the stakeholders about the agreed objectives, scope, schedule, budget, quality or outcome based (Tier 4). This is because; the complexity of event organisation has grown exponentially in the last two decades and has demanded more and more from the actors to influence the success of the event. The development of a framework that will have created organisational relationships with all the stakeholders, and taken into account their specific needs, could underpin what all stakeholders will define as the success of a sporting event.

Without doubt success is the main motivator in the outcome of any project (Bambrick, 2014), connecting each outcome with specific measurements that the organisers have to take into consideration in order to be able to say that the sporting event is a success. This planned approach that uses specific indicators to evaluate the success of specific factors during the event organisation could motivate all the stakeholders to try to achieve specific measurable targets and goals.

### 3.3.2 Measures of Success

The different perspectives of the stakeholders during the life cycle of the project produce an organisational environment that means each project can be both a success and failure at the same time, because different stakeholders apply different criteria of success. The subjectivity



of the stakeholders drives them to approach success in different ways, creating an environment in which their viewpoints vary according to their specific needs, objectives, and interests. It is therefore important that each of the stakeholders, in collaboration with the event organisers, have determined the criteria upon which the evaluation will be made, for each significant factor in defining how successful the sporting event has been.

The complexity of defining success, as highlighted above, is evident in how success is determined. Most obviously, a dominant perception of success is that projects that are delivered on time, within budget and have met the required specifications are considered successful. Dvir, Raz, and Shenhar (2003) noted that there are many projects that are well planned, delivered on time, in budget and met the planned performance goals, but failed to produce actual benefits to the stakeholders. In addition, as mentioned above, because different people perceive success differently, it is difficult to provide an absolute determination of the projects success Belassi, and Tukel (1996). Moreover, as Goatham (2014) points out, there are projects that suffer from time and cost overruns and yet are able to generate the desired benefits and or profit. Such an example is the Sydney Opera House, which took 13 years to build at a cost of more than AU\$ 100 million compared to the original cost of AU\$ 7 million and five year schedule. The final result is considered successful because the venue generates benefits and profits from activities, commercial opportunities, and tourism. However, Welge and Al Laham (2008) state that the Return of Investment (ROI) is an insufficient indicator for success of a business when contemplated in isolation. For this reason an organisation needs to consider benchmarks beyond the ROI and should incorporate multiple indicators to measure that success (Holtorf 2015).

Project success has often been measured somewhat simplistically and, as suggested above, measures often define success as meeting the project budget and schedule and achieving an acceptable level of performance (Swierczek, 2010). This makes the success of a project appear measurable upon completion. However, as pointed out by McCoy (1986), before an attempt is made to categorise a project as a success or failure, it is necessary to determine the criteria upon which the evaluation will be made, and these should be more than the operational criteria. In support of this, Megnussen and Samset (2014) stated that key performance measures in a project such as cost, time, and quality, often used to measure project delivery from an operational perspective, are inadequate measures of success since tactical and strategic perspectives are not taken into consideration. Indeed, as suggested above, a successful project from an operational perspective may be a disaster from a tactical and or strategic perspective.

Weindlmaier et al. (2006) point out the necessity to set quantitative or qualitative indicators so as to define a number of measures variables in order to increase the clarity of the impact on the success of a project. The use of quantitative and qualitative indicators is an important approach that support on the complementarity, development, expansion, confirmation, completeness, compensation and diversity of data collection and analysis (Venkatesh et al., 2013). Also Beck et al (2002) point out that the measures of the success are influenced from the previous results and are highly dependent on the situation in which applied while an organisational success differ in their long term success potential influencing success independently of certain measures despite the fact they use identical implementation strategies.

Success criteria were considered by Chan (2004), to be the set of principles or standards by which favourable outcomes can be completed within a set specification. Jugdev and Muller (2005) considered that a satisfaction criterion is becoming increasingly important in the evaluation of success, because once a project is complete, short-term memories fade and the focus on completion via a criterion of “are we done?” moves to a satisfaction criterion of “are we happy?” In line with this, Keider (1984) has noted that the criterion of measuring success by user effectiveness is the only lasting measure of success, but also the most difficult to determine. Kumaraswamy & Thorpe (1996) considered that the health, safety and environmental friendliness of the project have to be measured because different projects impact on the environment in different ways. However, the reference of Bullen and Rockart consider that success is close related on a few Critical Success Factors which is depended on multiple influences like the type and the position of the organisation, environmental factors as the current political and economic issues, national policies temporal factors and also that these factors have to be measured under the prism of the stakeholders’ differentiation according to their position in the hierarchy and their division in the organisation (Holtorf 2015).

### 3.3.3 Defining Critical Success Factors – a meso level perspective

The organization of a sporting event requires a variety of tasks and activities to be completed in order for the event to be a success. However not all of these are vital for the success of the event. For example, some organisers may consider the accommodation or public transportation as non- essential factors for the success of their event. The defining of critical success factors (CSFs) can be considered as the factors that *must* be done, so it is significant for the sporting event organisers to define each area of event organization and then isolate each factor that

really can influence the success of the event. It is a dynamic, continuing, and evolutionary action for organisers because during the life cycle of the event, different CSFs have different impacts on success and there are a myriad of factors associated with the individual characteristics of an event. In addition, because CSFs create a common point of reference to support all stakeholders to achieve their objectives, it is necessary to give CSFs continual attention in order to ensure the success of the event. Amadel et al. (2015) stated that critical success factors are the few key variables or factors that the manager should prioritize in order to achieve his/her goals for current or future areas of activity. Additionally the complexity and uncertainty that exists during the sporting event life cycle must be effectively managed by the organisers. This is done by using CSFs to provide a framework that can be directly adapted to each new change that arises during the organization of the event. According to Fryer, Antony and (2007) define critical success factors as the essential things that must be achieved to produce the greatest competitive leverage. While according to Grant's (2010) CSFs are defined as all factors within a sector that affect an organisation's ability to survive and grow.

CSFs are defined as the set of existing potentialities in the process of reaching a goal, based on premises that, when favorable, assure positive results, and when not favorable, lead to dissatisfaction (Besser & Miller, 2011; Kee, 2012; Lin, 2016). CSFs are the factors that determine the success or failure of a business network, which includes conducting certain activities and encouraging it to avoid situations (Hoffmann & Schlosser, 2001). Also Krezner (1987, pg.32) had defined CSFs as the "elements required for creating an environment where projects are managed consistently with excellence". Furthermore, Dickinson (1985, p.49) explained that the:

*"Critical Success Factor concept is a formal process of establishing and maintaining corporate priorities. CSFs are internal or external events or possible events that can affect the firm either positively or negatively and thus require special attention. CSFs provide an early warning system for management and a way to avoid surprises or missed opportunities."(Dickinson 1985).*

Pinto and Slevin (1987) considered CSFs to be the factors which, if addressed, significantly improved project implementation chances, while Bullen (1981 p.7) defined critical success factors as the restricted number of fields in which positive outcomes would result in "successful competitive performance" for an employee, an organisational unit, and an organisation as a whole. Also according to Iram (2016) the CSFs constitute the basic requirement of project success in order to ensure the effective and efficient management for an organisation. Finally,

Leidecker and Bruno (1984) defined CSFs as a set of characteristics, conditions, and variables which should be adequately sustained, maintained, or managed in order to affect success factors for an organisation competing in a specific industry. While according to Morris (2013) the beneficiary view of CSFs is especially important because they can support an organisation to meet the stakeholders' requirements which is more critical than delivering on time, on budget and to scope. According to Russell (2008), CSFs may assist business executives to improve their processes to reduce the costs of project failure, while Omran & Kadir (2010) considered that the CSFs can support different fields of human endeavor where process improvement is desired. According to Singh & Shrivastava (2013) CSFs are characteristics, conditions or variables that when adequately managed, may have a significant impact on the success of a business, network, considering its competition environment. Thus CSFs are particular areas of major importance to a particular manager, in a particular division, at a particular point in time. They are those events, circumstances, conditions, strategic elements, variables or activities that require special attention by management because of their significance to the outcomes that must be achieved, can exert a significant impact on the successful implementation of an event, individuals, departments, organisations, and are differentiated between profit and loss (Bullen & Rockart, 1986, p.385; Burger & Saayman, 2009, p.16; Williams & Saayman, 2013, p.186) From the above definitions, it is apparent that CSFs are a bridge between the specific and general organisational characteristics that each organisation has and the specific and general environmental conditions of the organisation's activities. The CSFs can provide a clear understanding of the specific factors that could significantly influence the success of a sporting event. Through the combination of specific and general conditions that could affect the sporting event the event organisers could create a common point of reference that will help them to organise a successful sporting event.

#### 3.3.4 The Role of Critical Success Factors

The definitions above suggest that CSFs have an ability to help deliver successful projects and events. It therefore seems reasonable to argue that in order to do this, CSFs need to make a significant impact on the management of an organization and research in this area has identified a myriad of roles that CSFs have the potential to play in the management and delivery of activities. Identifying CSFs is an important process because it allows to the organisations to focus their efforts on building the necessary capabilities in order to ensure the successful implementation of the organisation objectives and in parallel to evaluate if they have the

capability as organisation to fulfil its requirements. The CSFs can lead to many benefits like the efficient allocation of resources, increased success, quality management, satisfied customers, enhanced visitor experience, increased revenue, increased opportunities, higher return on equity, sustainability, growth & development and competitive advantage ( Freeman & Thomlinson, 2014,p.14; Singh & Hsiung, 2015; Engelbrecht, 2011, p.5; Ferreira & Fernandes, 2015, p.165; Erasmus, Kruger, & Saayman, 2012; Nieh & Pong, 2012; Lin & fu, 2012, p.568). CSFs, according to Kaufman et al. (2003), can play a significant role in strategic planning and thinking because they have the flexibility to move out of the general organisational comfort zone and differentiate between means and ends, using three levels of planning such as mega, macro, and micro in order to prepare vision, mission, and objectives. Also, Srimathi (2017) see the project's critical success factors as “ important influences that contribute to project success”. However, a CSF according to King and Burgess (2006) is not necessarily helpful for an organisation unless it has been empirically established that it is critical to the success of a desired outcome. Salazar and Sawyer (2006) also made this point, arguing that the critical nature of the specific factors can only be established when it is empirically shown that they influence the performance of an organisation. Also Dasgupta (2011) pointed out that the CSFs can play a major role in the creation of learning, understanding and analysing the organisational environment for the organisers to be able to promote all necessary innovations. The CSFs have been implemented in many organisational and industries areas like in automobile industry (Luthra et al., 2015) construction industry (Gudiene et al., 2013; Panuwatwanich, 2011), strategic alliances in information technology industry and governance (Alreemy et al., 2016), banking (Shah and Siddiqui, 2006; Rus et al., 2016), aerospace and defense sectors (Rodriguez-Segura et al., 2016) and their influence in operations have showed significant accomplishment in the outcomes. An example of CSFs implementation, was the problem that one air company had to address accordingly to timely arrival and departure of airplanes. The consultants investigated and reported that the company had to focus on the operational critical success factor area that influence the timely arrival and departure of airplanes. The analysis and identification of activities of the realated departments and individuals stakeholders drive the company to undertake many proactive steps using specific key performance indicators for each critical success factor that could ensure that the company is able to recapture the lost time making specific decisions that drive to specific actions. They identified as CSFs in the operational CSF area: Doubling up the cleaning crew, communicate to the refueling team providing a specific timeframe, collaboration with external caterers in order to support the re-equipping of the late plane, communication plan from the

staff on the check-in counters with the customers, policy for the business class passengers that does not allow to check in late. Following these CSFs processing, the manager from the relevant airport knew that if a plane was delayed beyond a certain threshold the company would be able to know where the problem first had occurred and immediately to be able to take corrective actions. The link between the critical success factors of the operational CSFs area taking into account a general acceptable threshold of the results of the key performance indicators supported the air company to find the best solution about the timely arrival and departure.

The CSFs can be used as an operational issue or aspect that needs to be done well day-in and day-out by the staff in the organisation. They are about what the staff inside the organisation can do, and should do (Parmenter 2015). The CSFs are used as the driving force behind prioritization throughout the organisation helping the operational staff to set direction in order to meet current demand, current production and critically, deliver products and services on time knowing what is important to them embedded in the way things are done. Also the identification of CSFs is a vital process that is used by an organisation in order to define the Key Performance Indicators (KPIs) and should be the source of all performance measures that really matter (Parmenter 2015). Another, vital use of CSFs from the organisations is that their alignment that comes from focusing more on assisting the departments and teams who are working directly with the identified CSFs, every day, treat activities that align well with the CSFs as a priority. The CSFs use the strategies as the source of the organisation measures that clarify the effectiveness of the CSFs implementation and then determine what measures would generate alignment between the different stakeholders in the organisation. Also, CSFs are used as the source of all meaningful performance measures that really matter, the KPIs, and the performance measures that they inherently carry and link the daily activity and consequently organisational meaning to the organisation's strategies (Parmenter 2015).

However, the CSFs influence the organisation all the time, twenty four hours seven days in week and it is therefore vital to measure how the staff members in the organisation are aligning their daily activities to these CSFs (Parmenter 2015). This approach allows to the CSFs to determine the organisational health and vitality and where the organisation needs to perform well. Also, CSFs can influence the facilitation of discussion and agreement with the senior management team and then to the staff. It will have a profound influence on staff members, as they will know what their focus should be on a daily basis, link the daily activities to strategy and improve all forms of performance reporting (Parmenter 2015). The CSFs are the key driving force that influence directly the performance measurement in an organisation because through

the use of CSFs it is possible to develop an integrated framework that results in action reporting events on a daily, weekly and monthly basis, depending on their significance. Another significant use that the CSFs have is that they have to be defined before the key performance indicators (KPIs) are determined from an organisation and the database of measures that an organisation utilizes should record this linkage.

Moreover, CSFs can help the decision-makers to focus their attention on critical processes, understood as those that define and guide the direction and orientation that management must follow in order to optimize the decision-making processes (Chen & Karami, 2010; Dasanayaka, 2012; Road, 2010). CSFs, as Deros (2006) pointed out, are enablers which, when put into practice, will enhance the prospects for learning from best-practice organisations. In addition, according to Kerzner (1987) CSFs must exist within the organisation in order to create an environment where projects can be managed with excellence on a consistent basis. According to Welge (2008) the CSFs can be classified into endogenous and exogenous factors; the endogenous are influenced by an actor while for the exogenous many actors can influence the success of the project.

Ultimately, CSFs essentially comprise a generic management framework that recognises that all firms are different and that they operate in different environments, although the CSFs produce tangible results providing a process that helps an organisation establish strong ways of thinking, communicating, and making decisions (Van der Heijden 1996). Also the CSFs can be applied in all types of organisations such as profit or non-profit, large or small, domestic or foreign (Wronka 2013). Bullen and Rockart (1986) stated that CSFs allow an organisation to define, at any point in time, the factors that are crucial to the organisation during the planning period. Moreover, CSFs aim to identify the set of conditions and capabilities that help an organisation to achieve their objectives, focus on what is really important, leverage their actions within a cooperative context, improve the network competition dynamics as a whole (Besser & Miller, 2011; Chen & Karami, 2010; Dasanayaka, 2012; Kee, 2012; Lin, 2016; Road, 2010). Furthermore, critical success factors can be related to tangible physical elements or intangible service elements (Wang & Hung, 2015,). CSFs also take into account that the needs of managers within the same organisation are also different based on their hierarchical level, but more importantly, based on their style and their specific areas of responsibility. Thus, the underlying premise is that decisions using CSFs should be more effective because they are based on data that is specifically linked to perceptions of success for each stakeholder and, in relation to this research, for a specific phase during the organisation of the event and after that

through the definition of the most important factors that could influence the success of the sporting event.

This approach can be applied through a framework where the CSFs will be hierarchically grouped and follow logical dependencies that are related to the aims and factors that influence them during the organisational phases. This is because the Critical Success Factor strategy is a top-down methodology employed for corporate strategic planning, which highlights the key information requirements by top management, as Byers & Blume (1994) and Rockart (1979) have pointed out. Following such an approach through the specialisation of CSFs, an organisation is able to recognise the similarities and differences and engage cooperative relationships in order to obtain better results, than those the organisation would obtain individually, by sharing specific resources and valuable knowledge (Hung & Chang, 2012, Hong & Vai, 2008, Chennamaneni & Desiraju, 2011).

As discussed by Rockhart (1979, 1981), CSFs can reduce organisational ambiguity as they reflect the implicit, collective drivers of key managers and as a result are a dependable and independent articulation of the organisation's key performance areas. This approach renders the CSFs a necessary organisational approach because according to Wilson and Daniel (2007) they can give to a project the opportunity to address effectively the allocation of limited resources and obtain new competency to reduce information operation costs, maintain sustainable competitive advantage, and enhance organisational performance. CSFs provide a framework to identify the things that an organisation must do and by selecting and identifying CSFs at the strategic level, the organisation can then develop a hierarchy of CSFs to inform operational and program planning levels. This means that the focus on the set of CSFs that is connected with performance measures or key performance indicators, is typically more effective than a broad list of factors and dispersed set (Bai et al., 2010). But it is essential, before the creation of the CSFs framework, that sporting event organisers have grouped and classified individual success factors and through this classification they clearly are able to categorise certain CSFs in organisational areas. Thus, event organisers will be more confident that they have set the most necessary objectives and use their resources in the most successful way. Also when doing this classification it is important that organisers take into consideration the external and internal critical success factors that can be derived from the features of an organisation's internal environment (products, processes, people, structure, and services) and will reflect the company's specific core capabilities and competencies critical for its



competitive advantage (Berry, Seiders, & Greshan, 1997; Brotherton & Shaw, 1996, p. 114; Duchessi, Schaninger, & Hobbs, 1989; Van der Meer & Calori, 1989). The CSFs through a specific classification can provide a smarter way to identify certain factors that the organisers need to take into consideration or to exclude from their plan, so that such an approach may be also used as a tool for measuring the organisation's performance towards achieving their goals and objectives (Gudiene et al., 2013; Alzahrani and Emsley, 2013; Zawawia et al., 2011).

According to Pinto & Covin (1988b; 1989), some CSFs are common to projects regardless of the project type while others are specific to the project. The relative importance of CSFs vary over the course of the project life cycle and thus Ferguson and Khandewal (1999) have noted that CSFs can be of either a temporary or ongoing nature in an organisation in that all CSFs can be defined in a way that makes them temporary in certain period of time, but they may differ in their individual degree of temporality, some spanning a larger timeframe than others. It is therefore important that CSFs be planned at all levels of an organisational structure, for example in the Strategic, Operation, and Project plan (Parnell 2006), and there needs to be a distinction between strategic and tactical CSFs. According to Esteves (2004), while strategic factors seek to identify which goals are to be achieved, tactical factors describe possible alternatives in regard to how these goals can be met. Identifying critical success factors is relevant to prioritize specific valuable resources in resource-constrained contexts (Mittal and Sangwan, 2014) which includes the development of more sustainable organisations (Jabbour et al., 2017a, 2017b). When selecting CSFs, it is important to be able to collate measures to assess the results, or performance. This means that the CSFs must have measurable outcomes at all points of value during the implementation process. According to Arce and Flynn (1997, p.311), the evaluation of CSFs is an evolutionary process that “a monitoring CSF is concerned only with monitoring an existing organisational situation (whereas) a building CSF is concerned with changing the organisation or with future planning”. In a similar vein, Rockart and Van Bullen (1986) stated that evaluation of CSFs is used to monitor key issues over a larger time frame. This is often carried out through the use of key performance indicators (KPI), which are frequently used to quantify objectives and enable the measurement of strategic performance. Often they are the means by which operating managers measure the performance of their own responsibilities as KPIs are useful for monitoring progress towards specific goals, rather than focusing solely on the goal (Phylipsen 2010). The choice of the right KPIs will give managers the opportunity to discover and understand where and how the organisation is moving. Thus, implementing KPIs successfully, depends on their development and require a

systematic approach (Galleto, Maisano, & Franceschini, 2007). KPIs should not be perceived as being the same as CSFs, rather they are a way to measure the success of CSFs. A variety of quantitative and qualitative techniques have been used for the evaluation of the tools and applications of CSFs and for the identification of CSFs for projects using formal models and frameworks that analyse hierarchy and network process (Sarkis, 2003). The evaluation process relies on managerial perceptions that determine which measures should be selected and which parameters link processes for the specific critical performance measures (Franceschini et al., 2009). Also, traditional multiple criteria and emergent techniques such as analysis of raw sets have been applied for the evaluation of the performance indicators and CSFs (Bai and Sarkis, 2012b; Yeh and Xu, 2013). Yet, for the evaluation of CSFs statistical analysis, multivariate regression analysis and structural equation modeling has been utilized in order for the event organisers to be able to determine what information is mostly needed by them to successfully attain their goals in the complex organisation environment that the project takes place (Stankovic et al., 2013). The CSFs need to be formulated on specific KPIs which are affected by a number of variables as project characteristics, procurement system, project team performance, client characteristics, contractor characteristics, design team characteristics and external conditions (Ahsan & Gunawan, 2010; Kaliba et al., 2009; Koushki, Al-rashid, & Kartam, 2005). Yun, Choi, de Oliveira, and Mulva (2015) consider that key performance indicators must be connected with the phase-based benchmarking under the categories of cost, schedule, efficiency, staffing, procurement and safety performance in order to provide more precise and accurate measurements.

In order to be most effective, CSFs should be linked together to provide effective coordination between the different plans and developing this hierarchy reduces organisational ambiguity (Parnell 2006). Such a potential framework makes it feasible to set priorities and to utilize resources in the most effective way. Parnell (2006) believed that a framework of CSFs group the critical factors so as to support sporting event organisers to find the inter-relationships of the factors in different organisational areas that influence the success of the event. Belassi & Tukel (1996), presented the holistic CSF framework, that includes corporate and industry factors. They grouped and classified individual success factors and through this classification clearly identify what category certain CSFs belong to. The classification system allows for an examination of CSF interrelationships in four categories:

- a. Factors related to the project; (Organisational, Communicational, Financial, Stakeholder)

- b. Factors related to the project manager and team (Communication, Sporting Community)
- c. Factors related to the organisation ( Technical and Technological, Stakeholder)
- d. Factors related to the external environment. (Environmental & Community)

This framework presents the relationships and implications of the objectives that the stakeholders have set, and provides information for managers to facilitate the successful implementation by showing the collaboration between the different organisational areas. Analysing this framework further, it is apparent that an interrelation exists between the different groups - a combination of several factors that allow the objectives of the project to be achieved. Also, CSFs help directly the efforts and resources of the project team to focus in the most important areas, which could lead to the successful delivery of the objectives (Gupta & Agrawal, 2013).

CSFs are also useful for the required analysis in building conceptual models of an organisation or manager's role. According to Rockart (1979), the achievement of goals represent the end points that the organisation hopes to reach, while CSFs are the areas in which good performance is necessary to ensure attainment of those goals. In general, there are only a limited number of areas that each manager should monitor closely, and a CSF framework facilitates managers to concentrate their limited attention to factors that really matter and are within their control. This is why the decision making process in an organisation is a complex process, because it must take into consideration many factors in order to ensure that the organisation will achieve successfully its goals. This complexity can be reduced by the application of CSFs that can help stakeholders to focus on the most important CSFs that lead to the successful attainment of their desired goals (Bai and Sakris 2013). The attractive thing about this breakdown of responsibility is that the CSF sets, controlled by the different managers, add up to a complete organisational set that covers all the key areas of the organisation.

Although it is clear that CSFs can play a significant role in an organisation, there are important limitations to their use. According to Boynton and Zmud (1984), any association between CSFs and organisational success may not represent a true causal relationship because they believe that during the life cycle of a project it is very difficult to bridge the chasm between the conceptual nature of CSFs and the specific management information requirements. Despite the significance that CSFs can play in an effective and efficiently organization, some projects have continued to experience failures and implementation difficulties (Liu and Seddom, 2009; Ram

et al., 2013). Also, a significant limitation is that according to Bensoussan (2015) the CSFs will be so obvious that they will not necessarily provide any informational advantage to the firm or that they will be so elusive that they will defy any decision making or action being taken to exploit them in the marketplace and this has a result the CSF concept to has a limitation at a tactical level as well. El Sawah et al. (2008) state that current understanding of the role and the importance of the CSFs for success in the organisations is inadequate and calls into question whether the identified as CSFs for achieving successful outcomes and performance improvements are real “critical” and can influence directly the success of the project. In addition, CSFs can never be objectively credited with positive outcomes (Boynton 1984) because, as Van der Heijden (1996) pointed out, the quality of the decision or strategy cannot be measured by reference to the outcome, but only on the basis of how it was arrived at the specific time or at specific task. Morledge & Owen (1999) identified certain weaknesses of CSFs associated with their practical application and point out six main areas of weaknesses:

- Subjectivity, because during the organisation of a sporting event ambiguity may occur about how the performance was, will be or must be during the different organisational phases of staging the event. In addition, the evaluation of the results will be from a personal point of view, something that may create many problems.
- Bias, human inability to process complex information. Bias is a negative effect of subjective approach of organisational issues in a sporting event organisation. Usually people without professional ability, due to their lack of knowledge, have strong cognitive biases that discourage them from thinking about or discussing risks and problems until it is too late. The absence of specific knowledge leads them to overestimate their ability to influence the success of a sporting event.
- Change in relation to surrounding environments is a significant weakness for each sporting event organisation because each event is an open system and this requires increasingly complex and adaptive tasks to be carried out during the different phases of the event organisation. The sporting event as social unit is required to take many shapes and sizes and be adapted in accordance to environmental requirements. Increasing organisational complexity due to the specialization that is needed to cover all the changes that each different environment demands.
- Time dependency, the inability to change the time frame within which a sporting event must take place, creates a strict organisational environment. The demand that sporting

event must be ready on a specific day and at specific time limits each organisation action irrespective of its level of integration.

- Imprecise definitions and generalisation, the imprecise and subjective way that each stakeholder approaches the same factors with is a general area of concern which does not allow for precise definitions and generalisation.
- Qualitative performance measures, the distinction between quantitative factors which can determine specific performance measures for each CSF in comparison with qualitative factors which do not provide a specific measurable result constitute a weakness of performance measurement.

The above mentioned weaknesses could influence the organisation of a sporting event that follows a model of CSFs because all the above characteristics referred to in Lorledge & Owen (1999), constituted an integral part of event organisation that could directly influence success.

Conceptually, the importance of the CSFs could be established when it is empirically and clearly shown that they could influence the performance of the organisation or they could help to achieve predefined successful outcomes (Salazar & Sawyer, 2006; King & Burgess, 2006). Also, Robey et al (2002, p.20) point out that the lack of robust measures limits the establishment of the degree of usefulness of CSFs. For this reason, CSFs must be directly related to strategic and business plan objectives and goals, and each CSF must be associated with one or more Key Performance Indicators (KPI) that provide the measure and the standard of performance or allowable variance from planned performance. Furthermore, the CSFs can impact to self-set goal as well as the stakeholders' capabilities to address these factors requirements through a careful assessment (Holtorf 2015).

However research carried out by Fortune & White (2006), showed how the Formal Systems Model can be used as a framing device to deliver the benefits of taking account of critical success factors while at the same time avoiding the problems associated with "critical success factors" that give rise to the criticisms. Fortune & White also explored the relationships between the factors associated with project success which can help organisations to be more successful in project delivery. The first is that the inter-relationships between factors are at least as important as the individual factors, but unfortunately the CSF approach does not necessarily provide a mechanism for taking account of these inter-relationships. The second is that the factors tend to view implementation as a static process instead of a dynamic phenomenon, and also ignores the potential for a factor to have varying levels of importance at

different stages of the implementation process. The identification of CSFs and the development of a specific framework that will integrate all the factors and parameters that could influence the success of a project can ensure that the organisers will be able to take the most appropriate decisions for each issue. Through this framework they may also be able to define the inter-relationships between the factors that influence the success of the project so as to take the most appropriate actions to achieve the objectives. Such a framework of CSFs will help the organisers to identify the dynamic character of every factor in different organisational stages, recognizing in parallel the different importance and gravity that could take place in the different organisational phases.

### 3.3.5 Conclusions

The review of literature, set out above, highlights a number of areas within event management and the use of critical success factors that need further investigation within this context. The use of Goffman's (1986) frame approach to the review has identified two key aspects for further investigation and one aspect for further understanding. First, as suggested in the introduction, there has been little analysis of the sport event industry from the perspective of the manager and it is this perspective that underpins this research. The need for this *micro* view becomes evident when considering how events are defined as successful and can be delivered successfully. It is clear, from the above discussion, that there is a gap between how success is defined and measured according to different stakeholders of the sport event; and how they use key performance indicators in order to be able to define the success of an event. This is why a the micro level analysis suggests ignorance as to how CSFs are defined without first determining the KPIs. This approach supports an organisation and influences the effective and efficient measurement of success as the micro and the meso level of the sport event organisation. For example, when staging a sport event, the organisation must be able to realign and readapt organisational mechanisms so as to ensure that the event will reach its objectives. This relies on the event organisers defining, identifying and implementing a framework across a range of organizational areas that will lead to the success of the event. This approach requires sport event organisers to have appropriately define their success factors in order to be able to find their critical success factors segregating them from the success factors that the organisation has set as strategic objectives. This is not considered in the current literature.

The success of a sporting event is influenced by different environmental, political, economic and social conditions as well as by different stakeholders' expectations. This subjectivity creates an environment in which a manager's approach may vary according to the specific needs, interests and priorities impacting on an organisation's specific goals, aims and objectives. Thus, arguably the success of an event relies on the subjective choices of individual managers. As suggested above, an approach to managing this subjectivity is through the use of Critical Success Factors for each organisational area, that are connected with specific performance indicators and targets that can be evaluated. Thus, the CSFs can support the organization of the sport event and ensure that all efforts and daily activities are linked with the organisation's strategy in order to improve all forms of performance. Consideration of this is missing from the literature and this research aim to investigate how CSFs address managerial subjectivity. A second gap, to be investigated, is consideration of the relationship between

CSFs and KPIs. As KPIs provide the opportunity to all stakeholders to monitor the implementation of all strategic initiatives of the organization, it is essential they are linked to CSFs and the strength of this relationship in event management will be investigated..

In addition, the subjectivity of the assessment of event success that is related to the perceptions of managers with the specific objectives of each stakeholder in mind, further creates the necessity to define an acceptable level of performance for each factor that could influence the success of a project. The complexity of defining success, as highlighted above, means that the setting of specific targets, deadlines and goals through the use of CSF areas helps event organisers to think how the event can be improved and in parallel ensures that the event will achieve what it is supposed to achieve. This interrelation between the success factors and the CSFs allows the sport event organisers to support an alignment of efforts within the organisation in the intended direction from all stakeholders who participate at the event. This research will investigate how success is defined and how this impacts on the conceptualization of CSFs amongst sport event managers.

Second, there is also much to be understood at the event, or *meso* level. The organisation of a sporting event requires a variety of tasks and activities to be completed in order for the event to be staged, however not all of these are vital for the success. For this reason, the concept of Critical Success makes organisers focus on the specific factors, tasks and activities that vary by stakeholder, project type, life cycle phases, nationalities. This helps departments to perform effectively by following the CSF areas that can reduce ambiguity. Such an approach could help all stakeholders that participate in a sport event organisation to be aware of the CSFs and thus prioritize their daily activities so as to be able to maximize their positive contribution in these areas. The identification of CSFs at the meso level can provide to all stakeholders insight into which tasks, activities and goals are truly important so as to ensure the success of the sport event. For this reason it is significant for the event organisers to take into consideration the specific CSFs at the outset of the sport event and this will be investigated in this research. This research will seek to understand what the CSF areas, and the factors associated with each CSF. Finally, it is clear from the review of literature that there is limited research into the management of critical success factors at the *macro* level, and in particular at the sport event industry level. This lack of an evidenced-based industry approach to Critical Success Factors exacerbates the subjectivity of event success and it is the intention of this research to develop a framework of CSF that are applicable to all sport events. Because of the complexity of the sport event organisation, the organisers of the event must carry out their plan in association



with the CSFs at the highest organisational level in order to approach their objectives. The lack of focus on the CSFs from the sport event organisations, as presented in literature, creates an organisational complexity at macro level, about the importance of understanding the careful selection of the majority of the factors that could influence the success of the sport events. In addition, it highlights the frequency of the measures that sport event organisers must use in order to evaluate the correct implementation of their organisational plan. Ascertaining CSFs for every sport event organisation and ensuring they are conveyed to all organisational structures and used by all stakeholders in their dailies activities, could support, at the macro level, the use of a framework based on the CSFs. Such a framework could create a universally acceptable set of CSFs that could be adopted by all sport events organisations. This approach could produce a common point of reference, upon which all stakeholders that participate in different sport events are able to collaborate, taking into consideration all the necessary organisational issues that are needed for a successful sport event.

## **4. Methodology Research**

### ***4.1 Introduction***

This chapter provides an overview of the methodological approach adopted and methodology followed by this doctoral research. Methodology is defined as “the analysis of the principles of methods, rules, and postulates employed by a discipline”, but also as “the systematic study of methods that are, can be, or have been applied within a discipline”; (Guba and Lincoln 1989:33). Methodology is the bridge between theory and method which try to analyse issues of ontological and epistemological assumptions, adequacy of theory, the appropriateness of method, the data collection, the analysis of finding, reliability and validity.

Taking into account the above, the relation of the present study with ontological and epistemological views will be presented. Subsequently the adequacy of the theory, which will give the possibility to understand the relation between the knowledge of the Critical Success Factors in sporting event organisation, and how the event organisers perceived them, will be questioned. Finally, the methods applied for the analysis of the findings and also of the reliability of the data will be examined.

### ***4.2 Research Aim and Objectives***

From the literature review it has become clear that the CSFs can support and help an organisation to take the most appropriate and necessary actions which will allow to ensure the effective implementation and the efficient predefinition of aims and goals of all stakeholders. The understanding and identification of CSFs as they were presented at the chapter of literature review could provide a new organisation approach for the sports events organisation, prioritise specific organisational characteristics, resources, tasks, actions and activities that could be critical for achieving to organise a successful sports event. In the multifaceted organisation environment that a sport event is called to take place, the CSFs are able to analyse more the received information as is presented at the literature review and could help the event organisers to make more focus to management responsibilities and efforts, to make more efficient allocation of resources, to fulfil with more accuracy the stakeholders expectations making concentration on those factors that could provide the greatest results. Even literature states that CSFs could be combinations of activities and processes which could support the achievement of the goals and aims of an organisation. Considering the importance of CSFs, the thesis aims to identify those specific factors that the sport event managers consider to be critical in the organisation of major sporting events. More specifically, the objectives of this study are to:

- Understand how event organisers define the success of an event;
- Identify the critical success factors that influence the success of different types of sporting events;
- Propose a framework of critical success factors for major sporting events in order to develop a broader and deeper understanding of how to deliver a successful sporting event.

In order to meet these three research objectives, this research, in focusing on the micro level, investigated the definitions of success and perceptions of the critical success factors of the organisers of five major sporting events. The second part of this chapter will discuss the research process in more detail; however, before the focus of the discussion turns to these more practical considerations, it is important to introduce the philosophy of scientific considerations which underpin this research project. This is necessary in order to be able to evaluate the quality of the research and the explanatory power of the findings this thesis presents.

### ***4.3 The Nature of Scientific Discovery***

The quality of academic research can only be evaluated appropriately if the results of a research project are set against the aims which have been set ex-ante for the scientific endeavour. These aims are influenced by the ontological and epistemological standpoint of the respective scholar. A researcher will first of all have certain considerations about the general nature of the phenomenon which he or she investigates, referred to as ontological issues. These considerations determine in turn what the respective researcher would expect to find out about a respective phenomenon. This is considered the epistemological question. This section focuses on both of these aspects.

Ontology refers to how one sees the world and the nature of one's reality. Questions of social ontology are concerned with the nature of social entities. Simply put, ontology refers to the study of the true nature of existence. Ontology problematises taken-for-granted assumptions about things seen and unseen (Bakker 2009). The central point of orientation here is the question of whether social entities can and should be considered objective entities that have a reality external to social actors, or whether they can and should be considered social constructions built up from the perceptions and actions of social actors. The positions as Bryman (2016) considered are frequently referred to respectively as Objectivism. This is an ontological position that asserts that social phenomena and their meanings have an existence

that is independent of social actors implying that social phenomena and the categories that we use in everyday discourse have an existence that is independent or separate from actors. Also Bryman (2016) considers as Constructionism the ontological position that asserts that social phenomena and their meanings are continually being accomplished by social actors. It implies that social phenomena are not only produced through social interaction but are in a constant state of revision. According to objectivism there is a reality “in itself”, existing independently of the human mind providing a generalised way of thinking about the ideas, practices and meanings of objectivity. Some individuals view objectivism as knowledge itself, whereas others see in it the means and procedures through which reliable knowledge is secured (Dastion & Galison 2007). For example, we can discuss organisation or an organisation as a tangible object. It has rules and regulations. It adopts standardised procedures for getting things done. (Bryman 2016).

The ontological analysis for the study provides a general approach to the critical success factors and how the sporting event organisers consider their influence on the success of the event. The ontological approach is linked with the general organisational principles, with the hierarchy and the mission that each organisation takes for granted without recognising the different circumstances that could influence the organisational principles.

While objectivism could lead to a claim that an organisation is a tangible object which acts in an absolute sense, generalisation for the organisations that participate in the study is difficult because they must be flexible in a constant state of revision of the organisational world that is an ongoing accomplishment of social actors as constructionism suggests, so as to adapt their plans in the new environment where they are called to implement a sporting event. Of course one can see a sense of objectivism and constructionism in the organisational structure which each sporting organisation must follow in some specific organisational areas, for some general acceptable organisational principles, but without being independent from the general internal and external organisational environment which is constantly changing and evolving.

On the other hand epistemology, a central issue in this context, is the question of what is (or should be) regarded as acceptable knowledge in a discipline. In the social sciences, a central issue is whether the social world can and should be studied according to the same principles, procedures, and ethos as the natural sciences (Bryman 2016). Epistemology concerns opinions about knowledge. When do we have valid and reliable knowledge? How do we know that a generalization is factually correct? How do we obtain “the truth, the whole truth, and nothing

but the truth” in a courtroom or in a social scientific investigation? Epistemology, therefore, is the philosophical study of the ways in which we can distinguish between knowledge that can be considered by most experts to be scientifically true and information that is not valid and reliable. To this end, epistemology constitutes in four main approaches: Positivism (Denscombe, 2010); De Vos et al., 2011; Glicken, 2003; Lincoln, 2011), Interpretivism (Livesey, 2011; Von Wright, 1977), Postmodernism (Best and Kellner, 1997, 2001) and Critical Realism.

Considering the research aim and the objectives of this study the most appropriate is that of critical realism. The critical realist position recognises the reality of the natural order and the events and discourses of the social world and holds that “we will only be able to understand- and so change- the social world if we identify the structures at work that generate those events and discourses” (Bhaskar 1989, p.2). These structures are not spontaneously apparent in the observable pattern of events; they can only be identified through the practical and theoretical work of the social sciences. Critical realism implies two things. First, it implies that, whereas positivists take the view that the conceptualisation of reality actually directly reflects that reality, realists argue that the conceptualisation is simply a way of knowing the reality. Critical realists acknowledge and accept that the categories they employ to understand reality are likely to be provisional; they recognize that there is a distinction between the objects that are the focus of their enquiries and the terms they use to describe, account for, and understand them. Secondly, by implication, critical realists are perfectly content to admit into their explanations theoretical terms that are not directly amenable to observation. For critical realists, it is acceptable that generative mechanisms are not directly observable, since they are admissible on the grounds that their effects are observable.

For this study focusing on the critical success factors that influence the success of sporting events, this approach is appropriate because different organisations with different structure in different environments are called upon to organise an event. A critical realist perspective can interpret better the different perceptions of the organisers that participate in the same organisation or in different organisation that organizes the phenomenon under investigation. The analysis and the understanding of the critical success areas for the sporting event via the critical realism lens gives the researcher the opportunity to approach the study with an open view of an environment which can change very rapidly and to create knowledge which is based on the specific circumstances that occur in each event.

## **4.4 Methodology and Methods**

Methodology can be explained as the strategies, plan of action, processes, or designs in the choice and implementation of specific methods, as well as the linking of selection and implementation to achieve the desired aims (Crotty 1998). Another way of thinking about the research design is as a “blueprint” for research, dealing with at least four problems: what questions to study, what data are relevant, what data to collect, and how to analyse the results (Philiber, Schwab, & Samsloss, 1980). Based on the aim and objectives of this research, and the ontological, epistemological, and methodological reflections above, the resulting decision was to apply an intensive case study research design (Sayer 2000, Yin 1994).

### 4.4.1 Case Study Methodology

Case study methodology, according to Woodside (2010), is an inquiry that focuses on describing, understanding, predicting, and/or controlling the individual (i.e., process, animal, person, household, organisation, group, industry, culture, or nationality). This definition is intentionally broader than the definition that Yin (2014: p.16) proposed:

*“A case study is an empirical inquiry that investigates a contemporary phenomenon (the ‘case’) in depth and within its real-life world context, especially when the boundaries between phenomenon and context are not clearly evident”. (Yin)*

Case study methodology can be a rich source for understanding the multiple structures that support and sustain organisational life and business units. The case may be a relatively bounded object or a process; it may be theoretical, empirical, or both (Ragin & Becker 1992). At a minimum, a case is a phenomenon specific to time and space.

Denzin and Lincoln (2008) suggested “conceptual responsibilities” in research design that include: (a) the case boundaries around the object of study; (b) research question emphasis on which themes, issues, and phenomena; (c) developing the issues through the patterns seen in the data; (d) triangulating data for important observations and interpretations; (e) including alternative interpretations; (f) developing generalisations. One case study or multiple case studies can be included in a before-and-after strategy. Different protocol variables would be described. For example, validity and reliability concepts in data collection and analysis of case studies require different tactics in different research designs. The traditional concepts of validity (internal, external, and construct concept measurement), and reliability (the degree to which the study could be replicated) are conceptually important in study design (Yin 2009).

For example, Yin (2009) suggested that theory in single case studies, and replication logic in multiple case studies to test external validity (or generalisability parameters).

The scope of a case study is an empirical inquiry that refers to the parameters under which the study will operate and investigates a contemporary phenomenon in depth and within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident. Case studies can be single or multiple-case designs, where a multiple design must follow a replication rather than sampling logic. When no other cases are available for replication, the researcher is limited to single-case designs. Yin (1994) pointed out that generalisation of results, from either single or multiple designs, is made to theory and not to populations. The strength of the case study is being able to “drill down further”, and to create a “three dimensional picture”, having a closer connection to reality that is enabled by eschewing methodological formulae and instead focusing on a critical, creative approach to problem solving (Thomas, 2011).

Multiple cases strengthen the results by replicating the pattern-matching, thus increasing confidence in the robustness of the theory. For a more clear and precise approach of this study, because of the multidisciplinary character that each sporting event has, and the differences that there are between the different departments of each organisations, and the differences that there are between the sporting organisations, the multiple-case analyse can better approach the main objectives of the research question. Such an approach can provide more specific information from the differences that exist analysing and deeper understanding the varieties that has each event possesses in order to organise a successful sporting event.

The emphasis tends to be upon an intensive examination of the setting. Case studies emphasise detailed contextual analysis of a limited number of events or conditions and their relationships. Yin (1989) stated that general applicability results from the set of methodological qualities of the case, and the rigor with which the case is constructed. He detailed the procedures that would satisfy the required methodological rigor, key to which is the case study protocol. The protocol includes: (a) an overview of the case study and the research questions, topics, and issues; (b) nomination screening and data collection procedures in the field; (c) schedule and deadlines for case studies from preparation, through site visits, follow-up, analysis, report preparation, and site review of report draft; (d) update of protocol related to literature, hypothetical logic model update (if used), topics, and data collection; (e) case study report format. Though this protocol the case study is desirable under all circumstances, but it is essential if doing a

multiple-case study. The protocol is a major way of increasing the reliability of case study research and is intended to guide the investigator in carrying out the data collection from a single case (Yin 2004).

#### 4.4.2 Data Collection

Figure two sets out the data collection process that was followed in this research.



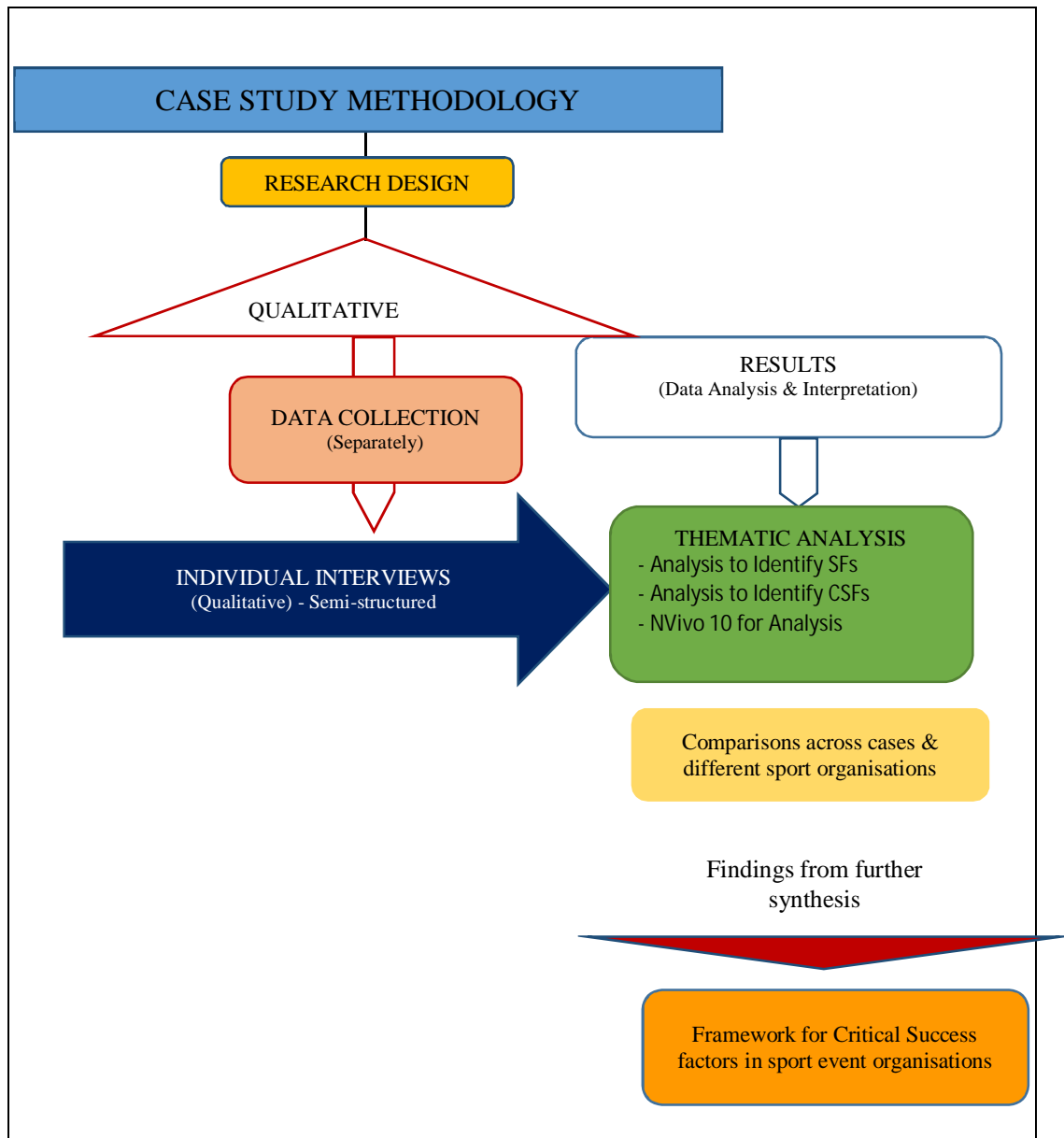


Figure 2. Case Study Methodology

In this chapter the process of collecting the data is described and explained in detail. The data is then presented, analysed, described, and interpreted in an intelligible and interpretable way so as to identify the perceptions, differences and relations in accordance with the research aims. All the approaches are then identified and analysed according to the research aims that would give us the opportunity to develop a framework of critical success factors that could influence the success of the sporting event.

The research results are presented as an analysis of qualitative data obtained from the individual interviewees from different departments of each of five sporting organisations. For the present

study the results are collected through a semi-structured interview. The relatively unstructured nature of the semi-structured interview and its capacity to provide insights into how research participants view the world was important for this study. Also the benefit of the semi-structured interview is its flexibility, and the focus on how the interview frames and understands issues and events, reveals what the interviewee views as important in explaining and understanding events, patterns, and forms of behavior. The choice of a semi-structured rather than a structured interview was made because it offers sufficient flexibility to approach multiple respondents differently while still covering the same areas of data collection. The interviews were tape recorded to ensure an accurate account of the conversations and avoid losing data since not everything can be written down during an interview. This technique is used to collect qualitative data by setting up a situation (the interview) that allows a respondent the time and scope to talk about their opinions on a particular subject. The focus of the interview is decided by the researcher and there may be other areas the researcher is interested in exploring.

The objective is to understand the respondent's point of view rather than make generalizations about their subjective perceptions. For this reason the semi-structured interviews used a degree of structure for their implementation. This is achieved by constructing an interview schedule map in order to follow a general interview framework for all participants in the interviews, so they receive some questions in common. It of course follows that this allows the interviewer flexibility to make maximum use of the opportunities offered to enrich the data. However with Jick's (1979) warning in mind, although there is an alternation in the method of collecting data, the focus of the study must never be changed. Semi-structured interviews are used because the researcher's goal is to compare the participants' responses while simultaneously seeking to fully understand their unique experiences. Such interviews are effective with larger samples and are used when researchers have some knowledge of the subject area but would like to expand their understanding of it (Seale 2000). The question interview guide is a brief list of memory prompts of areas to be covered. The questioning allows interviewers to glean the ways in which research participants view their social world and provides flexibility in the conduct of the interviews (Bryman & Bell 2011).

#### 4.4.3 Data Analysis

Having determined the research method and types of data collection, this section will consider issues in the analysis of the data. It should be noted here that these analysis techniques as discussed are applicable to the data collected from interviews. Creswell (1998) believed that case studies are analysed by making a “detailed description of the case and its setting”.



*Figure 3. Data Analysis and Interpretation (Yin 2009)*

The concepts of taking notes, getting feedback, working with words, and displaying data is common as a starting platform (Creswell 1998). From that point it appears that some form of coding to reduce the volume of information is recommended (Bogdan & Biklen 1992; Huberman & Miles 1994; Wolcott 1994). From here relationships between variables can be noted and a logical chain of evidence to support propositions can be developed (Miles & Huberman 1994). Creswell (1998) wrote of a “data analysis spiral” whereby researchers in qualitative areas move in analytical circles rather than a linear progression. This approach

concur with Agar's (1980) suggestion, cited by Creswell (1998), that researchers need to immerse themselves in the data to try and get a sense of the whole, before breaking it down into parts. For this approach the qualitative research is the most compatible because it is able to investigate and seek answers to a question. It also systematically uses a predefined set of procedures to answer to the question, collect evidence, and produce findings that were not determined in advance, and produce findings that are applicable beyond the immediate boundaries of the study. Additionally it seeks to understand a given research problem or topic from the perspectives of the local population it involves. Qualitative research is especially effective in obtaining culturally specific information about the values, opinions, behaviors, and social contexts of particular populations (Denzin Lincoln YS 2000).

The data analysis of gathered data was done following a qualitative analytical approach so as to provide a detailed understanding:

- All the interviewees were recorded. For each of these case studies the recorded interviewees were transcribed with Dictaphone. The transcripts were imported into the software program NVivo 10 which was used to code and classify the data based on the question framework. By coding and classifying the notes according to the interview transcripts, it was possible to examine what was significant and what words or phrase were repeated in order to define and identify any developing patterns so that all the interviewees could be understood in a similar way.
- Examining and analysing the above classification allowed identification of the relationships between them focusing on notes of common phrasing, context, wording, and especially comments. This coding was clearly highlighted and identified the most common categories and patterns that were relevant to the research aims in terms of causality, context, and coherence. For example the question "*How would you determine a successful event?*" was identified and coded, with the support of the NVivo 10 software, as the most common phrasing and context as was presented by the interviewees from the different sporting organisations. Examples of such common phrasing, context and comments were; Athlete Satisfaction, Stakeholder Satisfaction, Effective Communication, etc. Consequently this code was used to create a list of factors that provided information about the interviewees' perceptions and the relationships between them according to the specific question.

- The qualitative analytic process for this study was concluded by the description and presentation of the common perceptions that the interviewees had of the identified thematic areas of the critical success factors contributing to the development of a general framework of critical success factors that could influence the success of the sporting event. The classification and coding that was done through the NVivo 10 software allowed identification of eight thematic areas, and developed a general framework in each area that included specific critical success factors as per the perceptions of the interviewees. In this framework CSFs areas were identified, such as Organisational, Financial, Communicational, Sporting Community, Technical, Technological, Stakeholders, Government and Public Support.

Case study reports typically include deep description; that is, they go beyond mere facts and surface features of the case to include details, context, circumstances, meanings, significance, motivations, emotions, social relations, history, and other such descriptive and interpretive elements of the case (Davis 1991).

With the interviews and information collected, each chapter was analysed for themes, content, and issues and presented in a format that best suited the nature of the data collected in line with the methodological approach outlined in this chapter. This sounds straightforward, but reaching this point was a complex reducing curve of data and interpretation. Prior to reaching the final case study chapter structure each organisation and chapter were treated completely independently. Once all the information thought necessary was collected, the transcripts and additional information were read and reread to gain a feel for the situation of each organisation.

The data from across all the cases was analysed in order to identify similarities and differences in the degree of formalization of the ordering process and the effects of formalisation. By identifying similarities and differences, we sought to provide further insight into issues concerning the formalisation of the ordering process by (analytically) generalising the case study results. The Cross Case Synthesis technique applies specifically to the analysis of multiple cases. This technique is especially relevant if a case study consists of at least two cases, (Ericksen & Dyer, 2004), the findings of the analysis are likely to be more robust than those from only a single case. Using cross case synthesis, we were able to create a table that displays the data from the individual cases according to a uniform framework. The analysis of

the entire collection of tables enabled the study to draw cross-case conclusions about the perceptions which the interviewees from the different sporting organisations have of the study.

These tables are complementary and can go beyond the single features of a case and array a whole set of features on a case-by-case basis. The analysis will probe whether different groups of cases appear to share similarities and deserve to be considered instances of the same “type” of general case. Such an observation can further lead to analysing whether the arrayed case studies reflect subgroups or categories of general cases, raising the possibility of a typology of individual cases that can be highly insightful. Cases were broken up into themes, issues, and key topics. The use of quotes is considered an important part of qualitative research and Creswell (1998) believes these should be “ample”. These quotes can be embedded within the text to display points of interest or to portray specific evidence of the subject. Longer quotations are used for more complex understandings and are more difficult to incorporate as they often contain many ideas (Creswell 1998).

The outlined process enabled a systematic and logical step-by-step approach for the analysis of the qualitative data and allowed the researcher to go beyond mere descriptive, comparative and explanatory ends to discover the rationale and motivation for responses (Thietart 2007).

#### 4.4.4 Reliability and Validity of the Study

As mentioned previously, a research design is supposed to represent a logical set of statements; we will also judge the quality of any given design according to certain logical tests. Concepts that have been offered for these tests include trustworthiness, credibility, confirmability, and data dependability. Yin (1994) did however suggest five components of research design applicable to case studies, these being; “a study’s questions; its propositions (if any); its unit(s) of analysis; the logic linking the data to the propositions and the criteria for interpreting the findings. If we move to a broader social science context, four common tests for judging research design appear. Yin (1994), citing Kidder and Judd, (1986) considered them to be:

- a) Construct Validity, establishing correct operational measures for the concepts being studied.

- b) Internal Validity, (for explanatory or causal studies only, and not for descriptive or exploratory studies): establishing a causal relationship, whereby certain conditions are shown to lead to other conditions, as distinguished from spurious relationships.
- c) External Validity, establishing the domain to which a study's findings can be generalized.
- d) Reliability, demonstrating that the operations of a study, such as the data collection procedures can be repeated, with the same results (Yin, 1994).

To consider these tests a series of processes allows them to be used throughout case studies to provide the necessary validity and reliability.

In terms of construct validity, multiple sources of evidence were used and a chain of evidence established throughout the interviews of sporting event managers responsible for each sporting event. Also using the "question answer" format to report multiple case studies, repeating the same set of questions and answers format covering each individual case study give us the advantage to report on cross-case comparison. In such a report each section would be devoted to a separate cross case issue, and the information from the individual cases would be dispersed throughout each section.

Internal Validity is mainly a concern for explanatory case studies, like our study, when we are trying to explain how and why "the critical success factors" (of event x) led to "the influence the success of sporting events" (of event y). But at the same time we have to conclude that if there is a causal relation between x and y knowing that some third factor, z, may actually have caused y.

External Validity deals with the problem of knowing whether a study's findings are generalisable beyond the immediate case study. The External Validity problem has been a major barrier in performing case studies because some factors like reactive or interaction effect of testing (Wilson & Putnam 1982), and interaction effects of selection biases of the experimental variables act as constraints elements for the generalisation. Critics, according to Yin (2003), typically stated that single cases offer a poor basis for generalising. However, such critics are implicitly contrasting the situation to survey research, in which a sample is intended to generalise to a larger universe. This analogy to samples and universes is incorrect when dealing with case studies. Survey research relies on statistical generalisation, whereas case

studies rely on analytic generalisation (Yin 2009). With analytic generalisation the investigator is striving to generalise a particular set of results from sporting event organisations to some broader theory according to the critical success factors which influence the success of the sporting events. However the generalisation is not automatic. The theory is tested by replicating the findings from five different sporting organisations, where the theory has specified that the same results should occur. Also the replication logic in multiple cases was applied to provide external validity and to allow findings across the cases to be developed.

Finally for the question of reliability our main goal is to minimise the errors and biases in a study, therefore we followed the same procedures whilst performing a series of cases studies in different sporting organisations. The case study protocol was organised so that the development of a case study database made as many steps operational as possible in order to conduct research as if someone was always over seeing it. At the same time, an interpretive justification for the findings is based on building knowledge through lived experiences (Sandberg 2005). Tactics included, weighting evidence, checking out rival explanations, looking for negative evidence, checking for representativeness, and adjusting for research effects. The criteria for judging the quality of our research design are used in all social science methods as is Construct validity, Internal Validity, External Validity and Reliability. Each one on this list deserves explicit attention and is applied throughout the subsequent conduct of the case study.

The research design through the triangulation approach is based on the logic that we can move closer to obtaining a “true” picture if we take multiple measurements, use multiple methods, or examine a phenomenon at multiple analytical levels (Wolfram & Hassard 2005). So using multiple methods and measuring empirical phenomenon in order to reduce bias, improves convergent validity, which is the substantiation of an empirical phenomenon through the use of multiple levels of analysis and multiple measures. The current research questions have been answered by various departments from different sporting organisations (International, European, Local) for different sports (Basket, Football, Swimming, Marathon, Triathlon, Track Running), and by respondents from different countries (International, European, Swiss, Cypriot) and different departments in each Sporting Organisation.

The study population is comprised of specific experts in the field of the sporting event as participants, based on their specialised expertise and close involvement in the sporting event



organisation. The participants of the study were purposefully selected by the sporting event organisation because of their responsibilities and knowledge about the event organisation and their long-term participation in the specific event.

*Table 2. Professional Status of Interviewees*

Professional Status	UEFA	LAUSANNE TRIATHLON	FINA	FIBA	APHRODITE MARATHON
President of Sporting Event		1			1
Member of Organisation Committee	2	3	1	1	3
Head of Sporting Event	1			1	
Event Manager	2		1	1	
Director of Sporting Event		1		1	1
Commercial Director				1	

## **5. Years of Experience**

The experience of the participants of the study varies from two to twenty years. This wide range of experience gave the researchers the opportunity to take an in-depth approach to all the issues they had initially set for the study.

*Table 3. Years of Experience*

Experience Years	UEFA	LAUSANNE TRIATHLON	FINA	FIBA	APHRODITE MARATHON
Two to Five Years	3	0	2	2	0
Twenty to Twenty Five	0	0	0	1	0
Ten to fifteen Years	1	2	0	1	2
Five to Ten Years	1	1	0	0	2
Fifteen to Twenty Years	0	2	0	1	0

## **6. Semi-structure Interviews Questions**

Semi-structured interviews were compared with the participants' responses while simultaneously seeking to fully understand their unique experiences. The questions were answered by directly collecting information from each sporting organization and examples of the questions are below. This then allowed the macro level objective to be achieved through the creation of a framework of CSF for the event industry.

Contributing to the micro level perspective

- *Q1. What is your Professional Status?*
- *Q2. What is your Sport Event that you participate in?*
- *Q3. How many years have you participated?*
- *Q4. How would you determine a successful event?*
- *Q5. Why have you used these characteristics to describe a successful event?*
- *Q6. Could you tell me how you measure the success of your events?*
- *Q7. How would you define a critical success factor?*

Contributing to the meso level perspective

- *Q8. Could you tell me what CSFs are for your Sport Event and how are these categorized?*
- *Q9. Why do you consider these to be CSFs?*
- *Q10. How the Critical Success Factors impact the event?*
- *Q11. In what way does CSFs differ between stakeholders?*
- *Q12. Have you followed any process to identify and define the CSFs?*
- *Q13. Are any of these more important than others?*
- *Q14. How do you know if the CSFs that have been identified are the right ones?*
- *Q15. Please could describe to me how you evaluate or measure the success of CSFs according to your Sport Event?*
- *Q16. Could you please tell me what disadvantages or problems are there using or implementing the CSFs?*
- *Q17. Is there any else that I haven't asked you about but you think should be added to the list?*

Because a research design is supposed to represent a logical set of statements, we also had to judge the quality of any given design according to certain logical tests (Yin 2009, p.40). Concepts that have been offered for these tests include trustworthiness, credibility, confirmability, and data dependability (U.S. Government Accountability Office, 1990). The assessments that are followed in this study are in accordance with the perceptions of Kidder and Judd (1986) who proposed four approaches that have been tested in this study:

First, the construct validity that is identified corrects operational measures during the study data collection phase that used multiple sources of evidence in order to give a rich empirical account of the CSFs implementation. Also using “question answer” format to report multiple case studies, repeating the same set of questions and answers covering each individual case study gives us the advantage to report own cross-case comparison. In such a report each section would be devoted to a separate cross case issue, and the information from the individual cases would be dispersed throughout each section.

Second, the internal validity through the responses of the participants tried to find the casual relationship that under certain conditions, according to Success and Critical Success Factors, could lead an organisation to organise successful a sporting event. This study tried to explain how and why “the critical success factors” (of event x) could lead to “influencing the success of sporting events” (event y) and at the same time to conclude if there is a causal relation between x and y knowing that some third factor, z, may actually have caused y.

Third, for the external validity, the absolute generalisation is not possible because of the specific characteristics that each sporting event has, so as the research showed that a common framework of organisational principles of CSFs could be generalized, as Yin (1994) had pointed out, this generalisation could be most of them in theory rather than in population. Yin (2009) had stated that a survey research relies on statistical generalisation, whereas case studies rely on analytic generalisation. This means that taking into consideration the analytic generalisation, it is possible to generalise a particular set of results from sporting event organisations to a broader theory according to the critical success factors which influence the success of the sporting events. However the generalisation is not automatic. The theory is tested by replicating the findings from five different sporting organisations, where the theory has specified that the same results should occur. Also the replication logic in multiple cases was applied to provide external validity and to allow findings to be developed across cases.

Fourth, the reliability is ensured because all the right procedures were followed, which can clarify meaning and verify the repeatability of the interviewees. The interviews were tape recorded to ensure an accurate account of the conversations and avoid losing any data since not everything can be written down during interview. A case study protocol was organised so as to develop a case study database making as many steps as operational as possible to conduct research as if someone was always over seeing it. At the same time, an interpretive justification for findings is based on building knowledge through lived experiences (Sandberg 2005). Tactics include, weighting evidence, checking out rival explanations, looking for negative evidence, checking for representativeness and adjusting for research effects.

## **7. Summary**

In this chapter the research strategy and methodology that followed was introduced for the study to achieve the aims and the objectives that have been set for this research. Following the above considerations the study was able to apply the most appropriate and compatible philosophical and methodological positions which could support the study to collect the actual data and analyse them following all the methodological principles.

Based on these considerations it is now possible to present the data and the analysis of the data of the study.

## **8. Case Studies Analysis**

### ***8.1 Introduction***

In this chapter the analysis of the participants' perception from sporting organisations that take place in the study are presented. The choice of the sport event organisations that participated in the thesis was fundamental to the success of the research as the research sought to understand CSF across a range of areas and diverse events.

The first criterion for selection was that the sample should include sport organisations that deliver a number of international sports events and be able to provide a multilevel insight about the organisation of sports events from a global perspective. This criterion is covered by the International sport organisations of FIBA, FINA, and UEFA who are governing bodies for their sport. This was to provide a perspective on the delivery of international sporting events.

The second criterion was that the samples required sports events which are primarily organised by volunteers, in order to establish if there were differences between paid staff-led events and volunteer-led events. This criterion was thought to capture most sport event organisation and was covered by the Lausanne Triathlon and the Aphrodite Half Marathon.

Thus, twenty two people from five sporting organisations: FIBA, FINA, UEFA, the LAUSSANE TRIATHLON, and the APHRODITE HALF MARATHON participated. In the study.

## **9. FIBA Case Study**

### **9.1 Introduction**

The following chapter presents the results of the research. The findings from each case study are considered and discussed, allowing common issues and themes to emerge.

### **Fédération Internationale de Basketball (FIBA)**

#### **9.2 Overview or Introduction the of Sporting Event**

FIBA, the world governing body for basketball, is an independent association formed by 213 National Basketball Federations throughout the world, is recognized as the sole competent authority in basketball by the International Olympic Committee (IOC) and is a non-profit making organization. FIBA establishes the official Basketball Rules, the specifications for equipment and facilities, and all internal executive regulations that must be applied to all international and Olympic competitions, for which FIBA also establishes the system of competition. FIBA controls and governs all international competitions for the last eighty years with sixteen men and women's World Championships and in seventeen Olympics. More importantly, however, the sport has grown rapidly and has become a truly global game played in every country of the world, indoors, outdoors, on street corners and on beaches, on one or two hoops. The mission of FIBA is to develop and promote the game to bring together people from all regions of the world by uniting them through sport.

##### 9.2.1 Interviewees

The participants in the study are people who are responsible for sporting events organisation in the relevant department of FIBA, having different responsibilities and belonging to different hierarchies. They provided their subjective opinion from personal experience with sporting events in which they participated, according to their professional role and responsibility. Also the large number of events that they organise every year worldwide makes them a significant resource of knowledge, which this study is trying to elicit. Before the interviewees identified the Critical Success Factors that influence the sporting events and how they measure them, they were asked to provide their perceptions about the success factors that influence their events and how they measure those specific factors. Following this approach, the interviewees provided precise and clear information for all the aspects that could influence the sporting event organisation. The list of interviewees is as shown in Table 4.

Table 4. FIBA List of Interviewees

Name and position	Reason for including in Research
Lubomir Kotleba (Sports Director)	Responsible for all FIBA competitions from the very beginning and finding the organisers when they are opening the bidding procedure. Also responsible for the evaluation of bids and for any training process.
Predrag Bogosavljev ( Event Director)	Key person for event organization and responsible for coordinating activities of different FIBA departments with the activities of the IOC.
Mathew Osmon ( Commercial Director)	Responsible for event broadcasting, sponsorship, and licensing.
Paul Stimpson ( Director of TV/ New Media Rights)	Responsible for Television and New media for all continental events.
Miriam Wolf (Event Manager)	Assistant to the Director of Sporting Events and member of the organisation of the event.

### 9.3 Success Factors of a Sporting Event

The interviewees believed that a successful sporting event starts with the athletes and the participating teams' satisfaction. According to some interviewees these factors could ensure the continuation or even the existence of the event. They especially considered that basketball exists thanks to the interest and the love people have for basketball and they, in their capacity as the Organisation, are responsible to provide a well-organised environment in order for the athletes and their teams to be satisfied.

*“Because no player- no basketball, no players- no sport, so, teams, organizers, media, spectators, everybody who is in work is somehow responsible. When the game is over everybody goes on happy.” (Lubomir).*

Some of the interviewees, as Paul pointed out, considered that the media can influence the success of a sporting event due to their significant role that uses the power of distributing images and information worldwide. The spreading of images, feelings, and experience of sporting events away from the venue itself, constituted success factors that every sporting event has to manage very efficiently.

*“Then I would look at media, locally where the event was held, how well it was presented. And the kind of more international dimension is how many countries took the TV rights, what audiences they achieved, how their ratings were.” (Paul).*

The public opinion, according to Paul, constituted another success factor that can positively

influence the sporting event. The acceptance of a sporting event by the community is an aspect which provides an important parameter for the organisers who consider it important that the sporting event takes place in a hospitable and friendly environment.

*“How engaged were the people on the local cities or the countries”. (Paul).*

The spectators' attendance is a factor which, according to the interviewees, could influence the success of the sporting event. Some of the interviewees believed that the interest of the people to attend the sporting event constituted an important parameter which represents how successful the event was.

*“How many people came to watch, were the arenas full, were they empty, or were they half-full (Paul). First sign would probably be the attendance, public.” (Miriam).*

A factor which influences the success of the sporting event, according to some interviewees, should fulfil the principles of marketing. The high demand of financial resources of a sporting event must be covered by a specific marketing program that will support the event to be sustainable and attractive for the sponsors in order for the federations worldwide to be able to organise the sporting event.

*“I think in terms of classic marketing, because my end result is about money.” (Paul).*

Some of the interviewees considered that the success of the sporting event should not be isolated in a very specific plan where the main goal is to increase the short-term financial liquidity. But that the most significant aspect to support success is to build a strong organisational framework that will ensure the achievement of the financial goals. The financial factors are used in a broad range that, according to some interviewees, plays the role of the value creator for the event without following strict business rules where the main goal is profit.

*“Anything that contributes directly or indirectly to making money.” (Paul).*



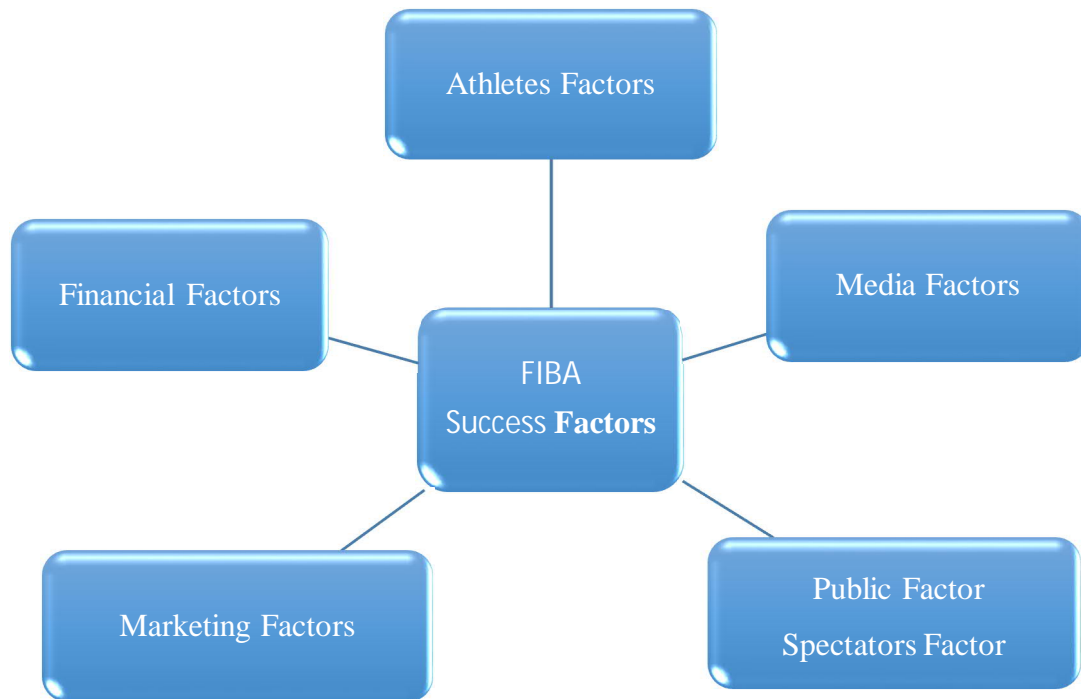


Figure 4. FIBA Success Factors for Sporting Events

## 9.4 Indicators for Evaluation of Success Factors

FIBA interviewees considered it significant for an effective sporting event organisation that the identified success factors be evaluated in order for the organisers to know the value of the achievement of the goal that had been initially set. The interviewees presented indicators that are used to evaluate the success factors. They have distinguished these indicators between quantitative and qualitative and through questionnaires they approach the different aspects of the events.

*“These surveys are oriented on precise questions related to different aspects of the event and are also dedicated to different categories of the participating person to the event and so this is the way we analyse it afterwards.” (Miriam).*

### 9.4.1 Qualitative Success Factors

Predrag also pointed out that for better understanding of the stakeholders’ perception about the sporting event organisation; they must try to approach each stakeholder through questionnaires in order to recognise their specific needs. Their effort is directed to identify specific aspects that influence their actions and decisions during the event organisation in order to become more effective and efficient.

*“Our key performance indicators are important so we are using them to evaluate the satisfaction of different stakeholders but we also have some real data which are related to some things like quality of the arenas, size of the arenas, public transportation, things which are measured.” (Predrag).*

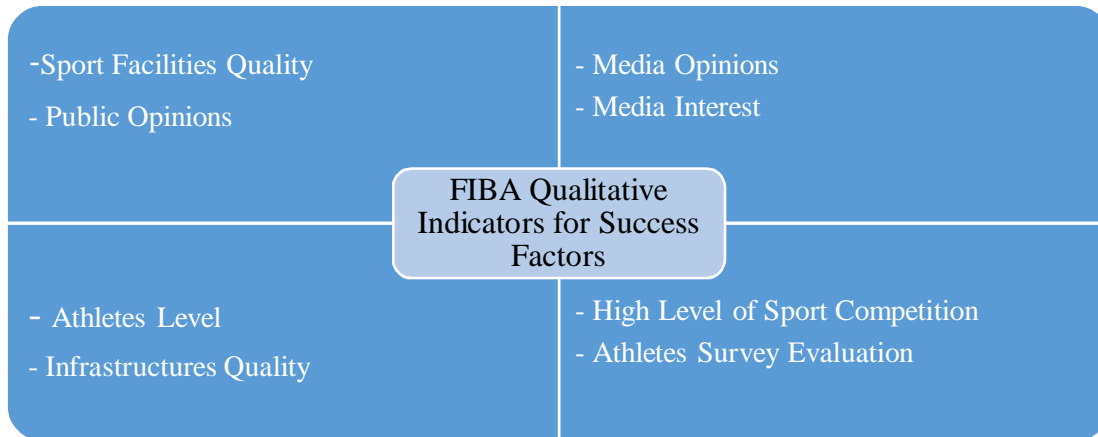


Figure 5. FIBA Qualitative Indicators for Success Factors

#### 9.4.2 Quantitative Success Factors

Some of the interviewees consider that the precise evaluation of a wide range of factors constitutes an essential procedure that can help the organisers to evaluate more accurately all the significant parameters that could play an important role for a successful event organisation.

*“Then I would look at media, locally where the event was, how well it was presented, how well it was promoted, how engaged the people were on the local cities or the countries. How many people came to watch, if the arenas were full or half full or empty.” (Paul).*

Some interviews stated that it is significant for the event organisers to evaluate the success factors using specific indicators that will give them the opportunity to more deeply analyse for each aspect that could influence the success of the sporting events. This process constituted a significant tool for the organisers because they used it in order to better analyse the sporting event and make adjustments where they are really needed.

*“.. we are also collecting some numbers which are indicating the number of media involved, the number of TV partners involved, number of hours broadcasting, number of spectators, number of volunteers involved, and we also have some feedback from people involved during the event through their individual reports,*

where they always indicate the main successes of the event and also the main problems faced during the event.” (Predrag).

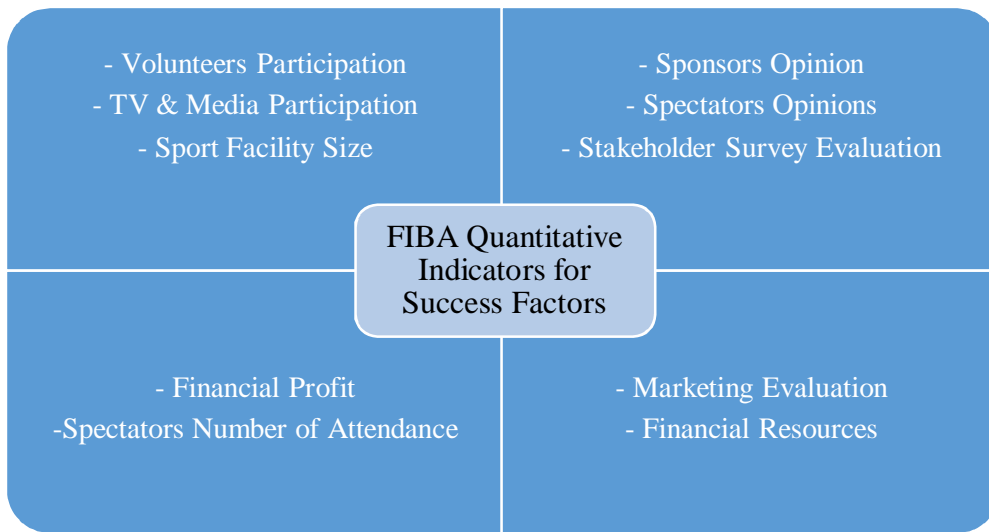


Figure 6. FIBA Quantitative Indicators for Success Factors

## 9.5 Summary

In this chapter the success factors and their indicators are presented that, according to the interviewees, can influence the effectiveness of a sporting event. The interviewees provided a distinction between the qualitative and quantitative indicators which the event organisers take into consideration in order to evaluate the rate of accomplishment and fulfilment of the goals. The interviewees believed that the athletes, the teams, media, spectators, public, marketing and finance constituted a mixture of factors which could influence the success of the sporting event under specific circumstances. This framework of the success factors is directly connected to a framework of indicators that are divided in two main categories; the quantitative and qualitative evaluation of the characteristics of every success factor. Through this categorisation the interviewees identify the level of accomplishment and achievement that the organisational committee sets at the beginning.

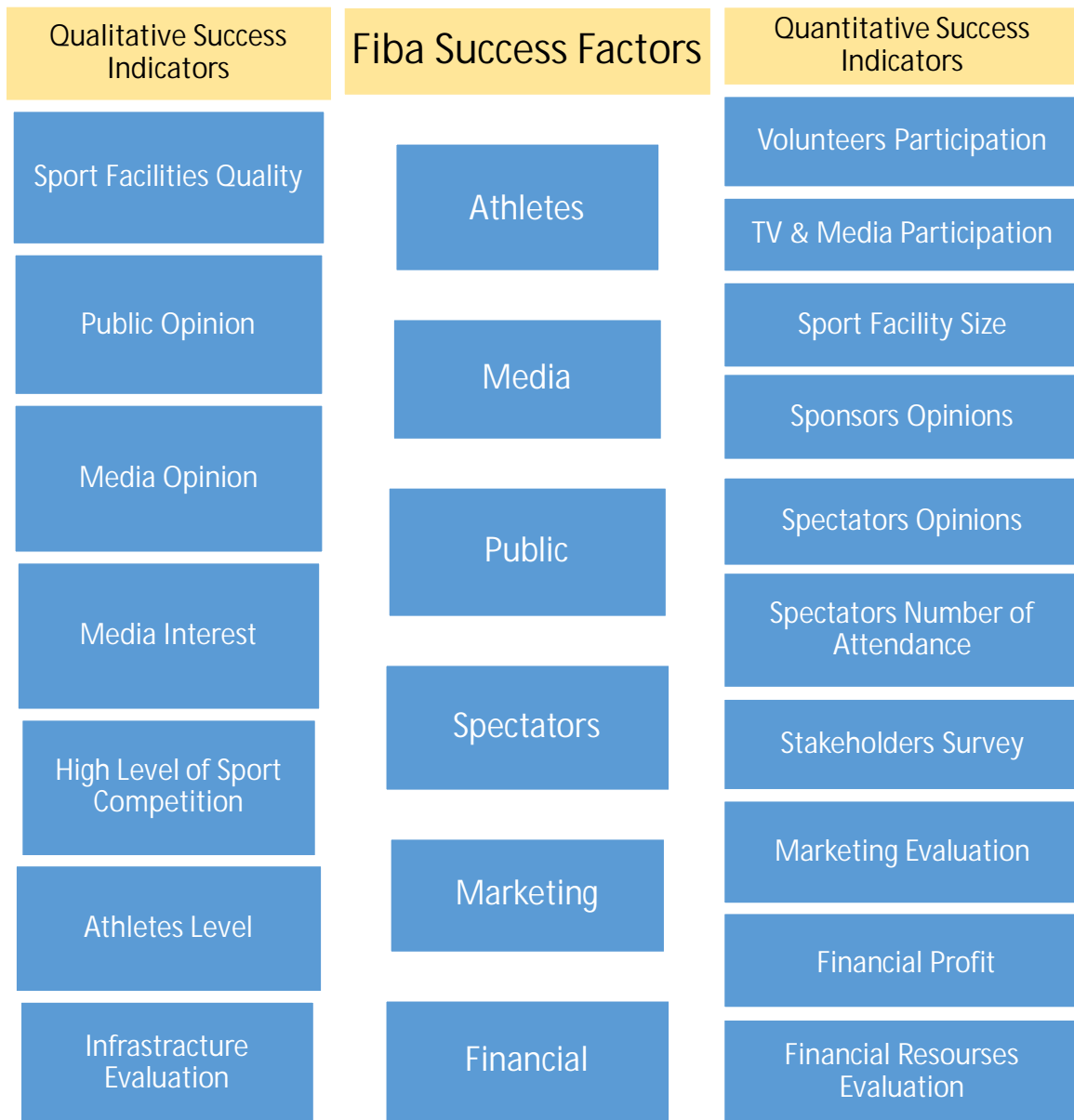


Figure 7. FIBA Success Factors and Quantitative & Qualitative Indicator

## 9.6 Critical Success Factors of the Sporting Event

### 9.6.1 Introduction

In this section of the study, the Critical Success Factors (CSFs) are presented according to the FIBA interviewees. The CSFs are identified in a few key areas of activities and operations in which favorable results must be satisfactory in order to ensure that the event organisation will reach successfully its goals.

Eight critical areas have been used in order to identify the critical success factors according to the interviewees' perception. In these crucial areas all the relevant specific factors are collected and also operations that require special attention from the event organisers in order to organise a successful sporting event.

Table 5. The CSFs are categorised in eight main areas:

Critical Success Factors Areas	Explanations
<i>Communication CSFs</i>	Factors related to effective communication, feedback and communication plan during the event organisation.
<i>Government &amp; Public Support CSFs</i>	Factors related to specific characteristics of the social and geographic area where the sporting event will take place.
<i>Financial CSFs</i>	Factors related to the financial sustainability and adequate resources of the sporting event.
<i>Organisational CSFs</i>	Factors related to the proper planning, operation, project effective management, skilled and efficient staff with clear assignment of roles and responsibilities.
<i>Sporting Community CSFs</i>	Factors related to the local, national and international sporting unions and federations.
<i>Stakeholders CSFs</i>	Factors related to the specific needs and interest of all people and teams that are involved in the sporting event such as athletes, sports teams, media, sponsors, volunteers, etc.
<i>Technical CSFs</i>	Factors related to the appropriate sporting and public infrastructure.
<i>Technological CSFs</i>	Factors related to up-to-date systems for sporting and public support.

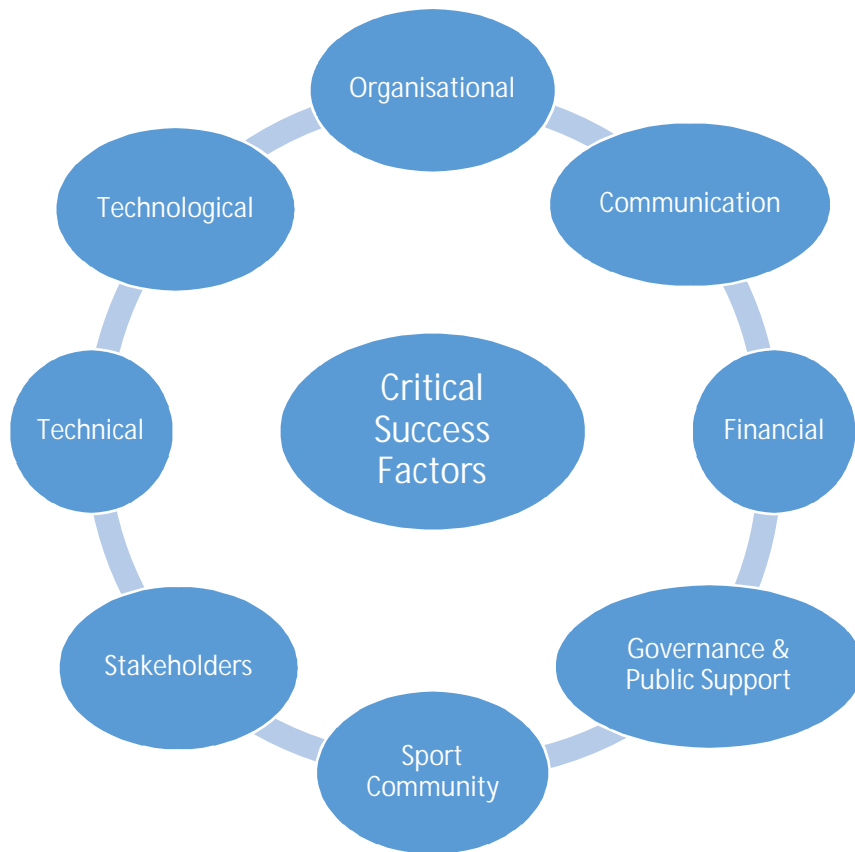


Figure 8. *Areas of Critical Success Factors*

### **9.7 FIBA Definition of Critical Success Factors**

The CSFs were defined by the interviewees as the key facts that set each action a high standard in order to fulfill the expectations of the stakeholders. The CSFs were defined under the prism of what influences the accomplishment of satisfaction for each stakeholder. What constituted ‘*accomplishment satisfaction*’ for different groups will indicate what is critical for the success of the sporting event. Analysing the factors of accomplishment of satisfaction drives the interviewees to specify what the critical success factors must be fulfillment during the event organisation.

*“Key facts which are indicating the satisfaction for different groups.” (Predrag).*

*“Each action which helps the event to have very high standard”. (Miriam).*

*“The satisfaction of the participants.” (Lubomir).*

## **9.8 Critical Success Factors Areas**

### 9.8.1 Communication Critical Success Factors

The effective inter-departmental communication, which involves specific tasks and actions, helps the organisation committee to operate according to the mission and vision of the organisation that is also the message conveyed around the world. Inter-departmental communication is critical for the event organisation since according to some interviewees it could ensure the necessary harmony between different departments. This supports departmental cooperation based on an accurate and precise plan that gives the opportunity to the organisation to show a coherent organisational image around the world.

*“We have in FIBA various departments. (Matthew).*

The volunteers, according to the interviewees, were needed to apply a well targeted communication plan in order to motivate them to participate in the event. The event organisation has to prepare a proper program to attract the interest and inform volunteers. According to Predrag this communication process constitutes a crucial factor for success because volunteers are called to play a key role during the event organisation. This makes them necessary and renders the effective communication plan for the volunteers a critical success factor. The lack of a precise communication for the volunteers is possible to drive in the reduced participation of them something that could be organisational catastrophic for the sporting event.

*“...Then, the volunteers program which will increase participation and involvement of people...volunteers are one of the key factors to make all participants happy, because they are practically at the end of the day service providers.” (Predrag).*

Another critical success factor that some interviewees considered is the participation of the TV & Media. The decision of TV & Media to participate at the sporting event shows the acceptance and recognition that it has and constitutes, for the interviewees, a crucial factor that affects the event organisation directly. The absence of TV and media could be catastrophic for the event sustainability because the media have the power to penetrate worldwide to influence a large range of the population. The absence of the media during the sporting event will significantly limit the prestige of the events, something which is very critical for the future sustainability of the organisation.

*“We require to maximize the television distribution and our contracts to make sure they are also promoting the event and they are putting the game the best times on the best channels.” (Paul).*

The effective promotion plan is also a critical success factor because it can ensure that the sponsors and other partners receive accurate, reliable and helpful information for the sporting event. This information is very critical for the sponsors or potential sponsors because it motivates them to participate in the sporting event, thus ensuring its future sustainability. The lack of an effective promotion plan would create a gap of interested sponsors and partners which will reduce significantly the financial resources that are important for the continuous improvement and development of the sporting event worldwide.

*“...Promotion, which will be followed by attractive potential sponsors and partners and activates new sponsors and partners ... so not only promotion from outside but also activation of sponsors who will do cross- promotion to the event.” (Predrag).*

Some of the interviewees argue about the importance to have an effective communication plan for the sponsors and spectators. This is crucial for the sporting event because it builds on the principles of consistency and reliability which are necessary for the future sustainability of the sporting event. The lack of a specific communication plan that will provide specific characteristics of what the sponsors and spectators anticipate from the event or the inconsistency according to the initial plan will be unacceptable and will drive down the sporting event in the future.



Figure 9. FIBA Communication Critical Success Factors



### 9.8.2 Government and Public Support Critical Success Factors

The interviewees stated that the sporting event cannot be isolated from the community and environment where it takes place. The perception in society is a necessary aspect because, according to the interviewees, the event organisation has to interact with society to provide tangible and intangible benefits for the host community. The lack of a sporting legacy policy could directly influence the success of the event because society will not anticipate any benefit from the event organisation in the future.

*“So whatever may be one of those if there is no clear vision this will immediately trigger the problem with the legacy planning and delivery of this legacy planning which will -at the end - create less satisfaction from organizers or even un-satisfaction or less public support or less spectators.” (Predrag).*

The governmental political and financial support from the country is crucial in order for an event to take place at a specific location because it helps the event organisation to obtain access to more administrative authorities that are necessary for a successful sporting event. Some interviewees firmly believe that the governmental support is so important that it could influence the entire existence of the event. They also recognise that governmental support provides the opportunity to build a safe and protective environment in which the event organisers could operate creatively without the risk of cancellation of the sporting events. The proper selection of a country that can ensure the governmental support constitutes, for the event organisation, a very delicate decision and highly important process in order to make sure that the selected country will provide all the efforts for the sporting event to take place in the most supportive environment.

*“The support of the government and all of the authorities is also a key, an increasingly key success factor.” (Paul).*

In line with the above perception Predrag considered that:

*“Government and public support is absolutely necessary. If government support is not in place, the event will not happen, simply like that. And nowadays, in big event, without public support is impossible. All those things are interconnected.” (Predrag).*

Economic stability can empower the collaboration and communication with the local authorities and will support the sporting event organisation. A stable political and economical environment creates the potential for organisational security for all stakeholders and ensures that the sporting event runs as smoothly as possible. They also believed that if a country is politically unstable or turbulent it is difficult to organize a sporting event there because of the

uncertainty generated due to the unstable financial conditions. Therefore, political and economic stability is a basic and necessary critical factor for the success of the event. As Predrag stated;

*“You cannot organize successful events in the environment which is not at least up to certain level of economical and political stability. So economical and political environment is also one of the key success factors.” (Predrag).*

Public participation is another critical success factor for the event because interviewees believed that it expresses public support. The sporting perception and knowledge of the public about the specific sport may influence the interest of the community about the event, and thus directly influence the public support that the event receives. Some of the interviewees also believed that the place of the event influences, and can change, the organisational plan or the organisational structure following completely different managerial principles so as to be more compatible with specific needs and demands. The lack of public support and attendance could transmit to the world an image of indifference about the event which is something that would directly negatively influence the future sustainable development for the event.

*“Public support and public attendance are important for success, popularity and status of certain sports in a country.” (Predrag).*

Some interviewees pointed out that the event organisers have to take into account broader aspects during the event organisation. Nowadays sporting events attract people not only due to sports games but also due to the entertaining programs and the atmosphere that take place in parallel. Some interviewees stated that there is a high percentage of the population that is only interested in parallel activities. Therefore, for some interviewees, the entertainment program constituted another critical success factor related to the general environment that could influence directly the decision of part of the population to attend or not attend the event. The lack of a specific entertainment program could limit the attraction of more people to the sporting event because such programmes enrich attendance with a greater image and experience that is not possible for the TV viewers to get.

*“So entertaining program is crucial for spectators.” (Paul).*

The policy of volunteering and the program that the organisational committee has to follow in order to approach the volunteers is, according to some interviewees, another critical success factor. Some of the interviewees considered that the volunteers' participation is essential in order to support the efforts of the organisational committee. Therefore they have to organise a plan through which they will approach and motivate volunteers to become members of the event organisation.

*“Then, volunteers program which will increase participation and involvement of people are one of the key factors.” (Predrag).*

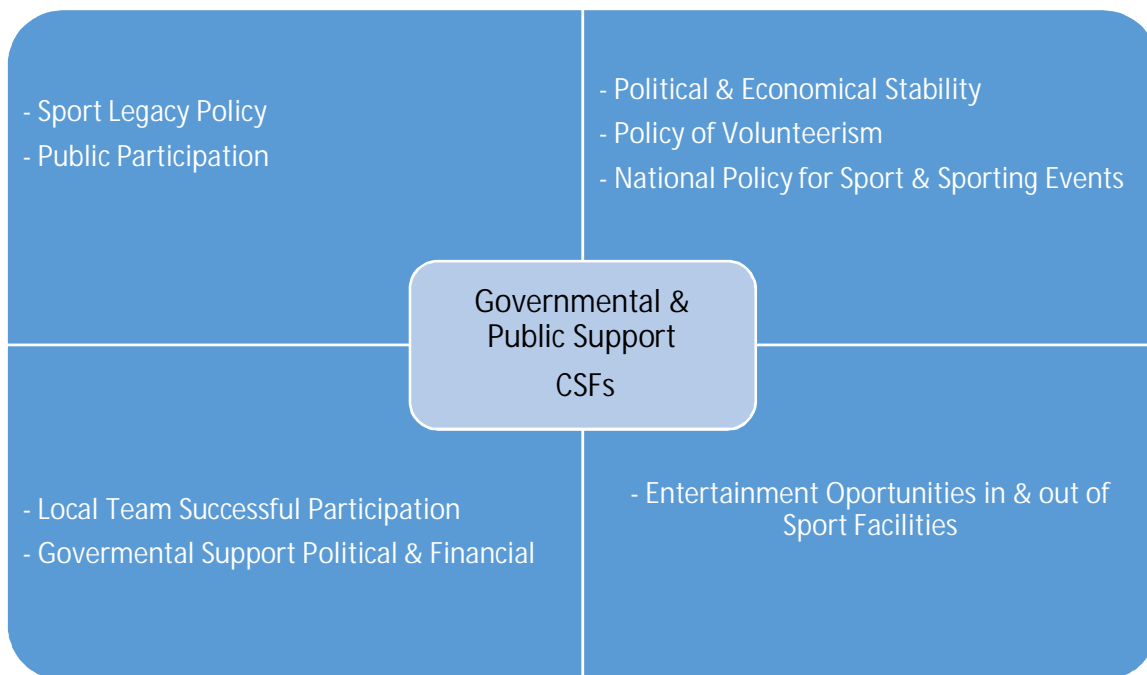


Figure 10. FIBA Governmental and Public Support Critical Success Factors

### 9.8.3 Financial Critical Success Factors

Financial resources are called to play a very crucial role for the organisation, according to some interviewees. Financial resources are needed because they provide all the necessary means in order for the sporting event to achieve its objectives but more significantly to achieve the continuing development and existence of the event in the future. The lack of financial resources could influence the total organisational structure of a sporting event changing or cancelling significant aspects of it.

*“The financial factors they are more linked to the organization and to the status of sport in general and to the status of sport in the world.” (Predrag).*

According to some interviewees, the governmental financial resources are an extremely significant critical success factor, not only from the financial point of view but also from the administrative point of view. This support of the government is considered crucial for the sporting event because it could ensure both financial and administrative facilitations that are necessary for the smooth and effective management of a wide range of aspects that a sporting event must execute during the event organisation. The lack of financial resources from the government could be an obstacle for the event organisation, which could negatively influence

the continuation of event organisation in the specific country. Some interviewees state that the governmental support via the financial resources can even influence multilaterally the implementation of the sporting event.

*“The support of the government and all of the authorities is also a key, an increasingly key success factor. Because they provide money but they also can make things happen.”(Lubomir).*

The resources from sponsors constituted, for some interviewees, a very significant critical success factor because sponsors are a valuable income source which can cover a big part of the sporting event expenses. They stated that event organisation has become very costly and the financial resources from the sponsors are absolutely necessary in order to ensure the coverage of a significant expenditure part. Without financial resources from sponsors, the sporting event may address visibility problems or even threaten the existence of the event. The ensured participation of some sponsors of the event could allow event organisers to be more secure according to the organisational plan in order to accomplish their objectives.

*“Because all this is very costly and if you are not able to secure enough sponsors of the event.” (Lubomir).*

The spectators' financial plan, according to some interviewees, is a critical success factor because it could influence both the attendance of the spectators and the organisers' incomes. The balance between these two necessary conditions demands a very careful approach in order to ensure the future existence of the sporting event and its development. Empty stadia due to high ticket prices will directly influence a range of many other significant aspects that are linked with the event. Also if the revenue from ticket sales is very low, in relation to the cost of the sporting event, this will be catastrophic for the viability of the event. The harmonious coexistence of these two different financial aspects, covering different expectations, is very crucial for the sporting event organisation.

*“The spectators' economical factor is practically limited to the price of the ticket.”.  
(Matthew).*

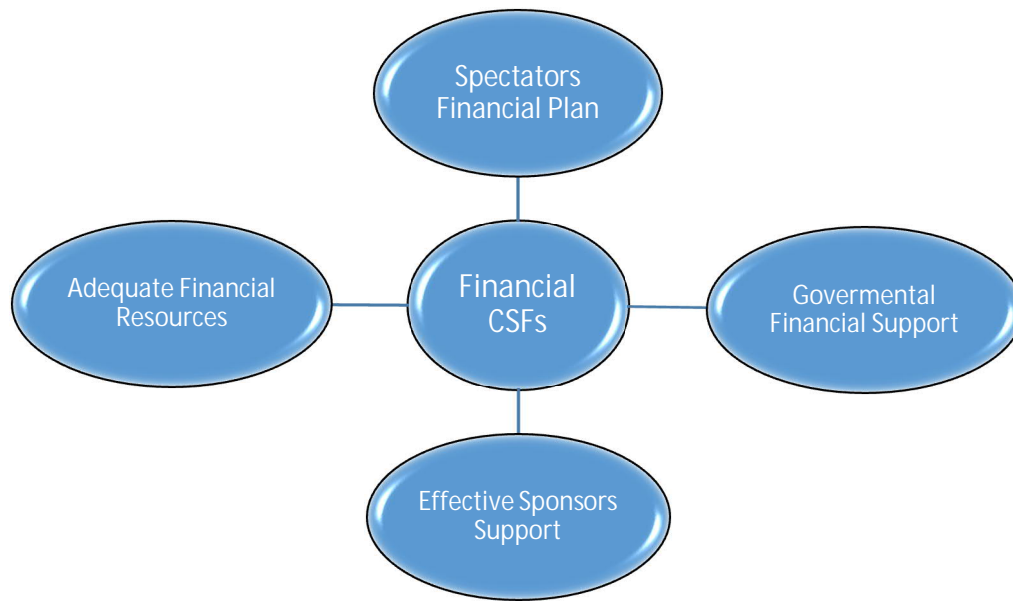


Figure 11. FIBA Financial Critical Success Factors

#### 9.8.4 Organisational Critical Success Factors

The organisational critical success factors provide for all the aspects of the sporting event which are the most important for the success of the sporting event. A critical success factor, for some interviewees, is the effective legacy plan that the sporting event organisers present to governmental bodies, authorities and society. Due to the high organisational cost of the events, the organisers have to convince the authorities and governmental bodies about the added value that their country or region will receive when hosting a sporting event. The legacy of the event is a fundamental factor for the organisers who, through a defined organisational structure, try to create value after the sporting event which will also be followed in the future. The achievement of legacy objectives like economic growth, employment increase, tourism increase, infrastructure, grassroots and development objectives, as well as an increase of the physical activity in society, constitute parts of the anticipated legacy that are critical for the success of the event. The event organisers use it in order to obtain the approval for the event organisation. The lack of a legacy plan could negatively influence the society and the government so as to refuse the event organisation.

*“.....if there is no clear vision this will immediately trigger the problem with legacy planning and delivery of this legacy planning which will -at the end - create less satisfaction.” (Predrag).*

Another critical success factor, according to some interviewees, is the clear vision and mission of the sporting event organisation. Some of the interviewees pointed out that a clear vision provides, to all stakeholders and organisation, certainty that the event organisational committee will be carrying out the goals that have been set at an initial stage. Also, the interviewees thought that the organisation committee must be very clear regarding the organisational vision for two reasons; firstly, because they have the opportunity to provide the direction of the event organisation, while motivating all stakeholders, and secondly, because the clear vision is directly connected to the effectiveness and the consistency of goals, as Predrag stated:

*“Then the organizers must have a clear vision. Why they organize the event and what they want to achieve by organizing the event.” (Predrag).*

Another critical success factor is the effective management of the organisation committee through a specific strategic plan which confirms that an event will run smoothly, following the objectives that had been set from the beginning for each plan and for each individual doing everything well in order to meet the organisational objectives. Also, effective management can ensure the accomplishment of the desired results that the organisational committee has set for every department.

*“We have an organizing committee for this event and we require to them to deliver an event from a logistical point of view, very smoothly, very professionally.” (Paul).*

Some of the interviewees stated that because professional knowledge is needed in order to organise a successful sporting event, sufficient skilled staff are necessary. This is why they stated that skilled staff is a critical factor that can strengthen the sporting event organisation. The management of the event is a very demanding process that needs experts to support all aspects of the organisational structure. Knowledge allows them to be better prepared so that they can act both efficiently and effectively in line with the organisational demands and pressure. The lack of knowledgeable staff in event organisation will be a huge pitfall because, according to some interviewees, the event is a live organisation that changes with time and demands continually adjust to the new conditions. This adjustment must be based on the actions which are related to specific knowledge of each aspect of the event.

*“Professional management to run all the operations is needed because they are very complex and you cannot do it without professional management,” (Predrag).*

Some of the interviewees considered as critical success factors the effective sporting entertainment plan. The stakeholders of the sporting event demand more amenities during their participation at the event; a series of factors which can influence all areas of the organisation and not only focus on sport, but before during and after the event, such as the high quality of

hospitality, food, transportation and communication. As some interviewees stated, the entertaining programme cannot influence the functioning of the event but it is absolutely crucial for the spectators or may influence other stakeholders during the event, and therefore it plays a critical role for the success of the event. So approaching the event organisation as a set of different parameters that could influence critically the success of the event through an effective entertainment plan is absolutely crucial.

*“The sporting event is not only sport but more and more a good entertainment that will be supported and accompanied with high quality services. This is a critical factor which influences directly the success of the event.” (Predrag).*

Along the same lines Predrag continued:

*“Entertaining program is not that critical for the event to happen. But it is absolutely crucial for spectators”. (Predrag).*

Some interviewees stated that the effective management plan for volunteers is a critical success factor because of the significant role that the volunteers are called upon to play. They believe that the organisers need to prepare a framework with specific and clear guidelines, which will include roles and responsibilities, and job descriptions presenting what is expected from them in order for the volunteers to act effectively. Some of the interviewees recognised the importance of supporting the volunteers following a specific plan to make volunteers feel valued, competent and well prepared for the position that will take during the event organisation.

*“...but the volunteers program, is a critical success factor that is more linked to the organization and to the status of sport in general and to the status of sport in the world.” (Predrag).*

The reliability with which all stakeholders participated in the sporting event constituted, for some of the interviewees, a critical success factor that directly influenced their relationships with them. The reliability for each aspect of the sporting event ensures the accurate implementation of the objectives that the organisational committee and the stakeholders have put together. The lack of this mutual respect of agreed topics through contracts may destroy each future development of the sporting event.

*“...Delivery of the rights, because you make some commitments to your partners and sponsors during the event and before, that you have to deliver what is promised. So the quality of delivery of the rights is also very important for the success.” (Predrag).*

Some of the interviewees stated that a critical success factor is the grassroots and development plan that the sporting event organisation want to create through the event. Some of the interviewees recognised the value that the development of a grassroots plan has, and stated that it could play the role of sporting, social, and educational vehicle, motivating as many children and young people as possible to play Basketball.

*“The development department which is helping with the development of the sport around the world.” (Mathew).*

The evaluation plan for the sporting event is considered, by some interviewees, as a critical success factor because it gives the opportunity for organisers to control how effectively and efficiently the event achieves the objectives that had been initially set. A well-developed evaluation plan supports and assists the event organisers to approach all the aspects that could influence the success of the event, and also use this information in order to improve the level of the organisation. The lack of an evaluation plan will create a very complicated environment for the event organisers because they will not know the outcomes of their decisions or the problems of the event so it will be impossible to recognise the underlying causes of the problems in order to find the most appropriate solutions.

*“...To develop a decent plan because this is a key factor which will define the success.”(Mathew).*

The effective operational plan constituted, for some of the interviewees, a critical success factor which must focus on the specific procedures and processes of the event organisation for every stakeholder and department during the event. Also, the multilevel organisational structure that an event organisation demands from the organisers in order to plan the tasks for every department, using all the necessary details that are critical in order to run the sporting event successfully. The linking of all the plans from the different departments from the event organisers, results in an overall operational plan through which they have the opportunity to provide their policies or guidelines, helping all participants to follow a specific framework of process.

*“We have in FIBA various departments. We have a sports department television and New media with smaller ones which is the referees, administration, teams playing, we have the development department all these various departments within FIBA which all in a round way link to the success of the competition.” (Mathew).*





Figure 12. FIBA Organisational Critical Success Factors

### 9.8.5 Sporting Community Critical Success Factors

The role that the sporting community is called upon to play during the event organisation is crucial because it constitutes the core of the event, and the main action that is organised in order to ensure a safe and secure environment providing high standards for the event.

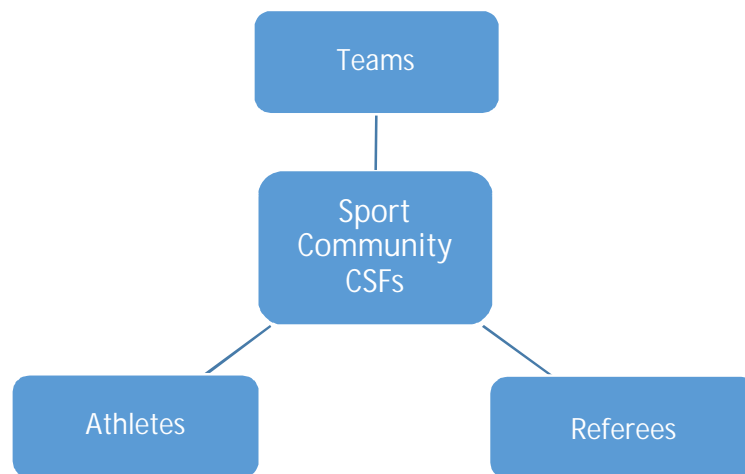
The participation of the teams constituted, for some interviewees, a critical success factor because the sporting event is organised firstly for the athletes and the teams' participation. The teams are legal entities that represent countries or social groups at sporting events, so their participation constitutes an action of acceptance and recognition for the event organisation. A boycott of the event from the teams or from the country might negatively influence the prestige of the event or create political organisational problems that could stand as barrier for future event development.

*“The critical factor is the satisfaction of the participants.” (Lubomir).*

Also, according to some interviewees, the participation of the teams with their top players shows the degree of significance of the sporting event. The athletes' performance helps the event to become more attractive, according to the interviewees. The expectation of the spectators to enjoy a great sporting spectacle during the event, and watching the exceptional athletes' efforts, is a driving force that motivates more people to participate as spectators and more media to be interested in the event. The interviewees believed that the ability of the athletes to perform at a high level attracts the most public interest.

*“We require the teams taking part to have their top players.” (Paul).*

According to some interviewees another critical success factor, which is connected with the sporting community, is the performance of the referees. Their performance can influence the teams and the spectators and it is extremely significant that all participants feel that the games are played with regards to the rules. The referees have the power to ensure the quality of the game through the respect of fair play, which is crucial for the reliability of the game. The lack of good arbitrations could discredit, slander and disgrace the sport, and this might influence spectators, sponsors or governmental organisations that organise the event.



*Figure 13. Sporting Community Critical Success Factors*

#### 9.8.6 Stakeholders Critical Success Factors

The sporting event takes place across many areas internal to the sporting event and external in society, meaning many stakeholders are needed so that the event can be successful. Every stakeholder involved can positively or negatively influence the event organisation, if the sporting event conditions are poorly organised. The understanding upon which stakeholder’s participation is crucial for the success of the sporting event will help the event organisers to approach them to take them into account and know their specific features and needs that could influence their efficient and effective participation in the event, ensuring at the same time the sustainability of the event.

Some of the interviewees stated that every factor has a specific weight for every department of the organisation, and for every stakeholder involved in the sporting event. For example, the accommodation for the teams (e.g. hotel) or the quality of local transportation may not be

important for the sponsors. For them it is important to provide a good quality event, to ensure their rights are delivered in a proper way and to get the media coverage. On the other hand, for the sports teams who are stakeholders too, entertainment in the arena is important. They focus on completely different things, such as the best possible conditions for their performance, including transportation, accommodation, food, facilities, quality of service, etc. Some of the interviewees recognised that every stakeholder approaches the sporting event from a different point of view, considering that every factor has a different impact on the event organisation and differently influences their satisfaction. Predrag felt strongly about this and claimed that:

*“For each stakeholder, satisfaction attributes are different and still each stakeholder after the event has to be treated differently based on this feedback.” (Predrag).*

According to some interviewees, the athletes’ and teams’ play a crucial role during the sporting event because, apart from the significance of their participation, they have the opportunity to get into contact with all organisational areas and departments and draw a clear opinion about the critical factors that influence the organisation level of the sporting event. Fulfilling the athletes’ and teams’ expectations during the event constituted, for some of the interviewees, a main goal of the organisational committee. The teams and the athletes, as stakeholders, are very critical factors because without their participation the sporting event is impossible to hold. In addition, if they are not satisfied with the event conditions, they could probably be unenthusiastic about participating in future events.

*“The athletes will give you the information about the sport facilities, accommodation, whether they are satisfied with the hotels.” (Predrag).*

Some of the interviewees noted that the sponsors’ participation is another critical success factor, and the organisers must take into account the specific expectations and goals that arise from their participation in the sporting event. The interviewees believed that sponsors have completely different expectations from the event than the sports teams or the athletes, but at the same time they recognise that CSFs from different stakeholders are interrelated and influence all areas of the organisation. The lack of the sponsors’ participation will be financially catastrophic for the organisers; this renders the sponsors as stakeholders as a very crucial factor.

*“It differs a lot, because if a stakeholder is a sponsor, say SONY, for them satisfaction of the teams is not their primary concern.” (Lubomir).*

Also interviewees considered:

*“For sponsors it is important that they have a good quality event that their rights are delivered in a proper way and their guests during the event are entertained in a proper way.” (Predrag).*

Some of the interviewees believed that the spectators' participation is a CSF which could directly influence not only the success, but the future existence of the event. The personalisation for every stakeholder is a challenging goal for the organisational committee, in order to approach the individual factors that met their expectations. The fulfilment of the spectators' expectations through an effective organisational plan constituted a key focus plan for the organisational committee. Sporting event organisers are interested in all spectators' expectations; they want to provide the best solutions and conditions so as to feel satisfied in all phases of the event. The lack of spectators' participation will be something that will negatively affect the event organisation putting under doubt the acceptance of sport in society.

*"...Let us consider a spectator; all that would make a good event could be: basketball is good, access to the village is good, entertainment is good, his team won." (Paul).*

Also some interviewees added:

*"...Entertaining program is not that critical for the event to happen. But it is absolutely crucial for spectators of the section." (Predrag).*

Some of the interviewees believed that media participation constituted a critical success factor, because it influences many important organisational areas. The media open the sporting event to society and this is crucial because it creates the conditions for the event to become more attractive, more visible to people and the sponsors and therefore to become more profitable. The media go hand in hand with the sporting event following, and covering each action during the event in order to attract the interest of a wide range of the population. The lack of media participation could negatively influence the event development and destroy any effort from all stakeholders involved, since the media constitutes a main financial supporter but also a main information provider that has the opportunity to communicate with a wide range of the population.

*"... of course media participation is important because they are absolutely the most influential part of the stakeholders, they are creating the atmosphere." (Predrag).*

Volunteers' participation was, for some interviewees, a critical success factor because their involvement in a sporting event constituted a main issue. Because their participation is crucial, the organisers have to be ready to support them through specific programmes which will inform them how to act during the sporting event and ensuring, at the same time, the fulfilment of their needs and expectations. The interviewees believe that the lack of volunteers would create a huge organisational gap which is impossible to cover in other ways. This is why an effective volunteers program could ensure a creative environment for the volunteers and would attract them to participate in the event.

*“Volunteers program which will increase the participation and the involvement of people and volunteers are key factors to make all the participants happy.” (Predrag).*

And some of the interviewees additionally said:

*“Volunteers are very important and they are always great and I have to say always helpful and without them there is not any championship. They are special.” (Miriam).*

Interviewees also stated that the governmental bodies' substantial participation is extremely important for the sporting event because they activate the political and management mechanisms to ensure all needed conditions are in position for the sporting event to take place in a secure environment. The government has under its control the official management bodies to analyse and evaluate the event plan after the collaboration with the organisers so as to precisely act providing a well organised place for the sporting event. The lack of governmental support, according to some interviewees, can create big obstacles for the sporting event and might affect its existence.

*“If I know governmental support is not in place, the event will not happen, simply like that.” (Predrag).*

In line with the previous references, Predrag strongly felt that this differentiation of every stakeholder is due to their different perception, interests, needs and goals, and originates from their wish and objective to have them fulfilled throughout the sporting event. Every stakeholder has different standards of success, and different demands. For different reasons, they seek different benefits from the event because their motives for participation have a different starting point. According to the interviewees, this differentiation constituted a platform that can assimilate all the needs and opinions, which the organisation committee use to ensure the improvement of the sporting event, taking into account the stakeholders' critical success factors. This is a crucial step because the success of the event depends on the correct implementation of the specific critical success factors that each stakeholder anticipates.

*“For different stakeholders their satisfaction attributes are different.” (Predrag).*



Figure 14. FIBA Stakeholders Critical Success Factors

#### 9.8.7 Technical Critical Success Factors

The different needs of the stakeholders during the sporting event have created a much needed framework of standards for sporting event venues that, according to interviewees, is a very critical factor for an event organisation. Some of the interviewees believed that there are some technical characteristics that are necessary and very crucial in order for a sporting event to have the opportunity to take place in a country or in a specific city. Some of the interviewees pointed out that the size and the quality of sporting facilities and infrastructure are critical factors, which have a direct impact on sporting event organisation. The lack of these standards for sporting facilities set by the International organisations constituted a challenging prerequisite in order to become a sporting event.

*“Then you need absolutely some level of infrastructures...some sports facilities are very important.” (Predrag).*

Some of the interviewees also stated that, apart from the size and some significant technical characteristics that the sporting facility must have, the quality of the facility is extremely vital in order to provide a comfortable, safe, and secure environment for the spectators, players, media, officials, volunteers and staff. Moreover, the quality of the conditions that are provided in the sporting facilities to all stakeholders who have to work there must cover all the necessary aspects that are crucial for them. Each event can take place only in an environment in which the minimum quality levels of standards set by the organisers can be fulfilled; otherwise it will

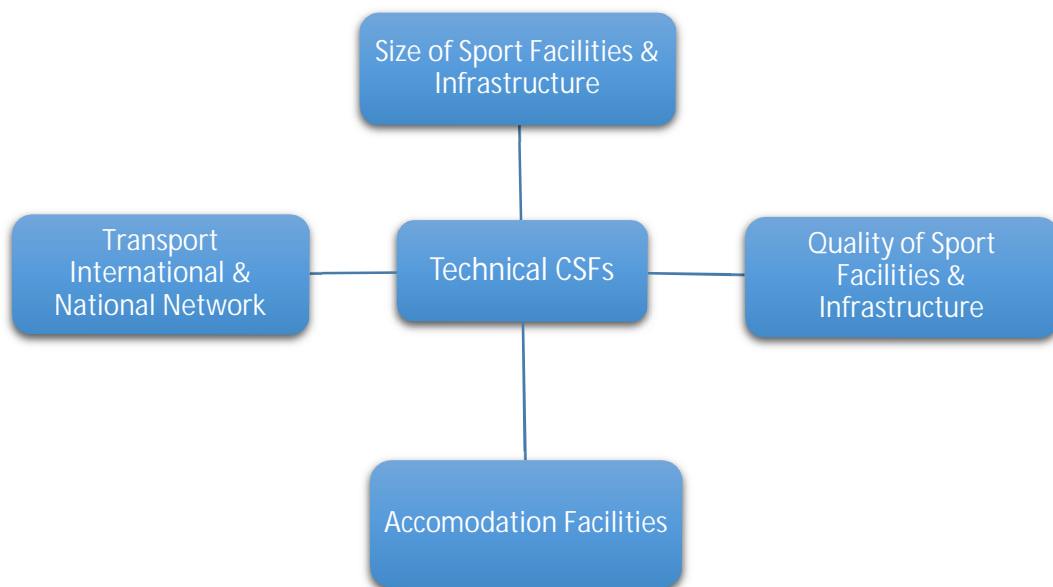
be impossible for the stakeholders to participate in an event that does not respect the basic international conditions required for sporting facilities used to host the event.

*“... for them it will be very important to have good playing conditions.” (Miriam).*

Some of the interviewees pointed out that the accommodation facilities in the area where the sporting event will be hosted constituted a very crucial factor, and because of the large number of athletes, spectators, media, staff and VIP who will visit the area of the event during it, sufficient accommodation facilities must be provided in order to entirely cover the demand.

*“... and accommodation of course is important for the team as well.” (Miriam).*

The interviewees stated that another critical success factor, which is connected with the technical infrastructures and could influence the success of an event, is transportation. According to Lubomir, the National and International networks of transportation are essential to ensure safe and timely transportation of teams, spectators and all stakeholders in general.



*Figure 15. FIBA Technical Critical Success factors*

### 9.8.8 Technological Critical Success Factors

Some of the interviewees stated that the appropriate hardware and software is absolutely necessary for the sporting event organisation because they have the opportunity to provide very

significant information and support to the organisers and the stakeholders. During the event many operations and actions take place in all areas of the organisation and therefore good collaboration and effective synchronisation are needed in order to cover all organisational needs. Through development and use of hardware and software technology provides the opportunity to help to improve the organisational level to such extent that without this technological support the sporting event organisation will be impossible.

*“The statistics are now part of any competition and statisticians who are carefully monitoring every move of the players on the court and making statistics, have become an integral part of any competition.” (Lubomir).*

Some of the interviewees considered that the ever growing needs in all levels of the sporting event organisation has created the necessity for up-to-date technological equipment. For them this constituted a critical factor because only if the latest technology is ensured, can a successful sporting event be achieved. It is impossible for the sporting event organisation nowadays to take place without ensuring modern technological means.

*“So the first most critical factor is that the production of the game is on the satellite.” (Matthew).*

Some of the interviewees stated that the increasing technology levels demanded skilled and experienced staff in order to use all the technology necessary for a sporting event organisation. The interdependency between technology and experienced staff is extremely significant for the success of the event, because the use of technology is complicated and knowledgeable people constitute an integral part of the event organisation.

*“We work very close with broadcasters to get their feedback to ensure that they would show or they have all the means to show what we produce, we promote sport for them.” (Matthew).*



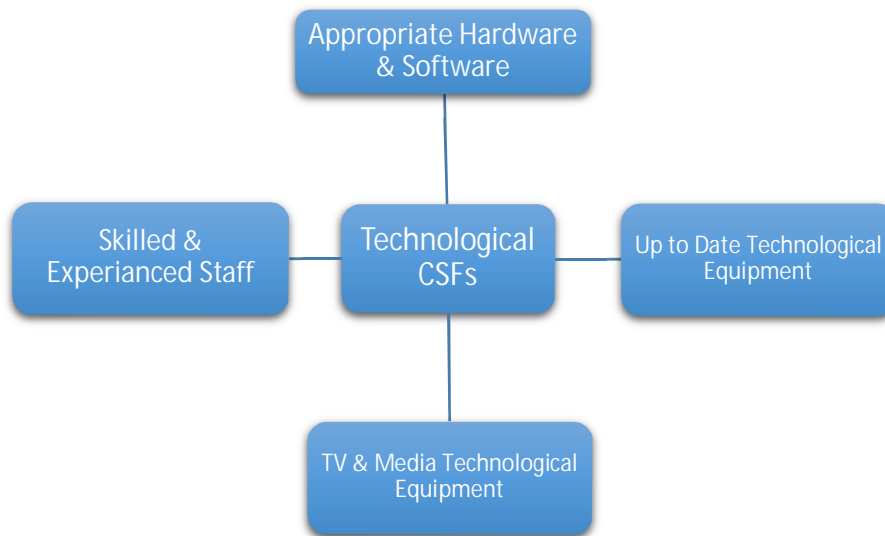


Figure 16. FIBA Technical Critical Success factors

### 9.9 The Impact of Critical Success Fs on FIBA’s Sporting Event

The interviewees believed that a comprehensive approach for the critical success factors could allow the sporting event organisation to be more effective and efficient in order to achieve the goals that have been set. They also recognised that although each of the CSFs refers to a specific organisational area, all these factors are interrelated and have a direct or indirect impact on the sporting event. The interviewees also believed that through a stable framework, but with a flexible approach, the CSFs influence the sporting event organisation to adopt a balance amongst the specific characteristics that the sporting environment has, in which the event will take place. CSFs have the ability to support and drive the organisers so as to follow a basic framework that can be adjusted to suit the different social, political, financial and sporting aspects of the specific environment.

*“Nowadays big events are very complex and in order to have successful event all those factors have to be in place or all the criteria have to be fulfilled when the big day starts.” (Predrag).*

The interviewees stated that the critical success factors that influence the success of the sporting event are categorised in eight main areas, covering all the factors that could influence the success of the event. The main areas in which the critical success factors take place are: Communication, Environmental & Community, Financial, Organisational, Sporting Community, Stakeholders, Technical and Technological.

For the event organisers a successful event is completed when the CSFs from these eight areas are met. They pointed out that each factor could have a positive or negative influence and also change during the organisational life cycle of the sporting event. This is why they believe that these areas of CSFs could influence the effectiveness and efficiency of the event and only when the goals of these factors have been achieved they can say that the sporting event was successful.

### ***9.10 Case Study Summary and Discussion***

FIBA is an International sporting organisation whose vision is to improve and develop Basketball, to as broad a population as possible. Sporting events are used as a tool for the promotion and development of basketball all around the world and to support the organisation to implement their values and objectives. The sporting event organisation committee bases the success of the event on four main components, which are separated in quantitative and qualitative success factors: athletes' and teams' satisfaction, stakeholders' satisfaction, marketing policy for value creation and the combination of the stakeholders' satisfaction with the financial goals achievement. For better understanding of the factors that influence success, the interviewees tried to be more precise in order to identify the critical success factors. The CSFs were categorised in eight main areas in which all the factors that the interviewees consider as crucial for the event organisation are identified. They perceived the critical success factors to be Communication, Governmental & Public Support, Financial, Organisational, Sporting Community, Stakeholders, Technical and Technological. According to the interviewees the critical success factors have a different significance for each stakeholder; therefore the main priority is to understand their expectations from their participation in the sporting event. However, despite the different significance of every factor for the stakeholders, the event organisers considered that the above mentioned areas and the factors that are identified constituted a stable framework that influences all the participants of the sporting event.

Table 6. FIBA Success Factors of a Sporting Event, as Identified by the Interviewees

<b>SUCCESS FACTORS FOR FIBA SPORTING EVENTS</b>	
<b>Quantitative Success Factors</b>	<p><b>Quantitative Indicators</b></p> <ul style="list-style-type: none"> <li>- Sporting Facility &amp; Infrastructure size</li> <li>- TV &amp; Media Participation</li> <li>- Sponsors Number</li> <li>- Volunteers Participation</li> <li>- Spectators Number of Attendance</li> <li>- Financial Resources &amp; Profit</li> <li>- Stakeholders Survey Evaluation</li> <li>- Sponsors Opinion</li> <li>- Spectators Opinion</li> <li>- Marketing Evaluation</li> </ul>
<b>Qualitative Success Factors</b>	<p><b>Qualitative Indicators</b></p> <ul style="list-style-type: none"> <li>- Sporting Facilities &amp; Infrastructure Quality</li> <li>- Athletes Level</li> <li>- Athletes &amp; Teams Survey Evaluation</li> <li>- Media Interest</li> <li>- Media Opinion</li> <li>- Public Opinion</li> </ul>
<b>CRITICAL SUCCESS FACTORS (CSFs) OF FIBA's SPORTING EVENTS</b>	
<b>Communication CSFs</b>	<ul style="list-style-type: none"> <li>- Effective Interdepartmental Communication &amp; Co-operation</li> <li>- Volunteers Effective Communication Plan</li> <li>- Promotion Effective Plan</li> <li>- Sponsors Effective Communication Plan</li> <li>- TV &amp; Media Participation</li> <li>- TV Viewers Promotion Plan</li> <li>- Media Effective Communication Plan</li> <li>- Spectators Effective Communication Plan</li> </ul>
<b>Governmental &amp; Public Support CSFs</b>	<ul style="list-style-type: none"> <li>- Political &amp; Economic Stability</li> <li>- National Policy for Sport and Sporting Events</li> <li>- Government Support Political &amp; Financial</li> <li>- Sporting Legacy Policy</li> <li>- Sporting Values and Social Policy</li> <li>- Policy of Volunteerism</li> <li>- Public Participation</li> <li>- Local Team Successful Participation</li> <li>- Entertainment Opportunities In &amp; Out of Sporting Facilities</li> </ul>

<b>Financial CSFs</b>	<ul style="list-style-type: none"> <li>- Government Financial Support</li> <li>- Effective Sponsors Support</li> <li>- Spectators Financial Plan</li> <li>- Adequate Financial Resources</li> </ul>
<b>Sporting Community CSFs</b>	<ul style="list-style-type: none"> <li>- Athletes</li> <li>- Teams</li> <li>- Referees</li> </ul>
<b>Technical CSFs</b>	<ul style="list-style-type: none"> <li>- Size of Sporting Facilities &amp; Infrastructure</li> <li>- Quality of Sporting Facilities &amp; Infrastructure</li> <li>- Transport International &amp; National Network</li> <li>- Accommodation Facilities</li> </ul>
<b>Organisational CSFs</b>	<ul style="list-style-type: none"> <li>- Organisational Committee Effective Management</li> <li>- Legacy Effective Plan</li> <li>- Strategic Effective Plan</li> <li>- Skilled and Sufficient Staffs</li> <li>- Volunteers Effective Management</li> <li>- Stakeholders Effective Management Plan</li> <li>- Reliability with all Stakeholders</li> <li>- Entertainment Effective Plan</li> <li>- Vision &amp; Mission Determination</li> <li>- Evaluation Plan for Sporting Event Organisation</li> </ul>
<b>Stakeholders CSFs</b>	<ul style="list-style-type: none"> <li>- Athletes Participation</li> <li>- Teams Participation</li> <li>- Volunteers Participation</li> <li>- Spectators Participation</li> <li>- Sponsors Participation</li> <li>- Media Participation</li> <li>- Government Bodies Participation</li> </ul>
<b>Technological CSFs</b>	<ul style="list-style-type: none"> <li>- Up to Date Technological Equipment</li> <li>- Skilled and Experienced Staff</li> <li>- TV &amp; Media Technological Equipment</li> <li>- Appropriate Hardware &amp; Software</li> </ul>

## **10. FINA Case Study**

### **10.1 Introduction**

The following chapter presents the results of the research. The findings from each case study for each sporting event organisation are considered and discussed, allowing common issues and themes to emerge.

### **Fédération Internationale de Natation (FINA)**

### **10.2 Overview or Introduction of the Sporting Event**

FINA- the *Fédération Internationale de Natation*, is the world governing body for the five aquatic disciplines of Swimming, Diving, Water Polo, Synchronized Swimming, and Open Water Swimming. The objectives of FINA are to promote and encourage the development of swimming in all possible manifestations throughout the world, to promote and encourage the development of international relations, to adopt necessary uniform rules and regulations, to hold competitions in swimming, open water swimming, diving, water polo, synchronized, and masters swimming, to organise World Championships and FINA events and to increase the number of facilities for swimming throughout the world. FINA is responsible for organising a large range of events, such as the World Championships of Swimming, Water Polo, Diving, Synchronised Swimming, and Open Water Swimming Grand Prix, competitors of all ages and genders.

#### 10.2.1 Interviewees

The participants in the study are the people who are responsible for sporting event organisation in the relevant departments of FINA, who have different responsibilities and belong in different hierarchies. They provided their opinion through personal experience with sporting events in which they participated, according to their professional role and responsibility. Also the large number of sporting events that they organise every year worldwide makes them a significant resource of knowledge which this study is trying to elicit. Before the interviewees identified the Critical Success Factors that influenced the sporting events and how they measured them, they were asked to provide their perceptions about the success factors that influence their sporting events and how they measured these specific factors. Following this

approach, the interviewees provided precise and clear information for all aspects that could influence the sporting event organisation. The list of interviewees is shown in Table 6.

Table 7. FINA List of Interviewees

Name and Position	Reason for Inclusion in Research
Peter Hall (Head of Marketing Department)	Responsible for the marketing and television broadcast aspects.
Nadia Atienza (Events Project Manager)	Responsible for FINA events.

### 10.3 Success Factors of a Sporting Event

FINA participants in the study were asked to define and identify the factors that influence the success of the sporting event. The interviewees stated that success is synonymous with positive feedback from the stakeholders who are involved in the event through their overall positive comments for the event. The interviewees believed that success for an event is the final positive opinion that all stakeholders express after the sporting event. Because stakeholders are involved in different areas of the sporting event organisation, their opinions constitute for the event organisers a significant source of information about the success of the event, providing specific aspects from each organisational area.

*“For me a successful sports event is if you have feedback from all participants that they were happy, everything was well organized for them, for example accommodation and transportation, and also the good relationship with the organizing committee.”*  
(Nadia).

Success, according to some interviewees, has both subjective and objective characteristics which the event organisers take into account. The media opinion in relation with the opinion expressed by the spectators and the public could provide a clear image about how successful the sporting event was. Some of the interviewees point out that there is a wide area of organisational aspects in which different stakeholders focus on different topics that are special to them so as to characterise an event as successful.

*“Successful event depends on your perspective, there are many different factors there are multiple factors for me which can define whether an event is successful or not.”*  
(Peter).

The interviewees also recognised the interest of the sponsors as a success factor for their sporting event, because this is used by the organisers both as a means for revenue and as a

promotional tool for the organisation of future events. The event organisers discerned financial benefits in two main areas; benefits for the city and financial benefits for FINA. The interviewees considered that they created a series of benefits such as new jobs and an ongoing income from parallel actions that will make the city a benchmark for the next several years. As Peter said:

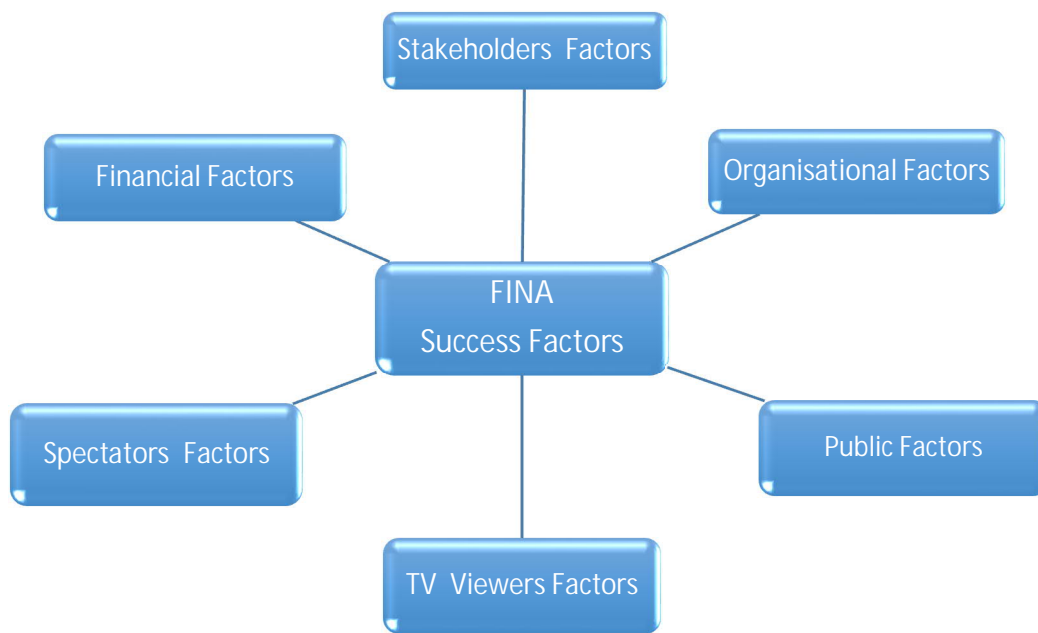
*“An economic impact study is undertaken by the local organisers, which shows the economic benefits of the event, in terms of jobs, revenue brought to the area, and ongoing financial benefit brought to the city.” (Peter)*

Some of the interviewees considered that effective collaboration between the organising committee, who analyse and evaluate the goals that they have set for each sporting event, constituted a success factor because effective collaboration can ensure the continuous improvement of the event. As Nadia states:

*“At the end of the year, we send this evaluation report to the organisers. The goal of the report is that next year they do better and indeed we see that they try to.” (Nadia)*

Other respondents equated the success of the event with the positive opinion of the TV spectators. For them a significant factor that reflects the success of the sporting event is the TV spectators who watch the sporting event from their home. The event organisers paid special attention to this information because these opinions have a dual influence; firstly on sports fans and secondly on potential consumers of the products that are advertised on TV during the sporting event.

*“We almost use in a way this kind of success factors like a marketing tool itself.” (Nadia).*



*Figure 17. FINA Success Factors for Sporting Events*

## **10.4 Indicators for the Evaluation of Success Factors**

### 10.4.1 Qualitative Success Factors

The FINA interviewees believed that it is significant for every sporting event organisation to evaluate each factor that could influence the success of the event, by identifying specific indicators that will provide information about the achievement of the goals that were set initially. Taking into consideration the interviewees' perceptions about the indicators of factors that could influence the success of a sporting event, they are separated into qualitative and quantitative factors so as to provide an overall approach from all the organisational areas.

Some of the interviewees considered that the evaluation of the success of the sporting event cannot be viewed via a narrow prism that focuses only on specific organisational aspects. It must include a wide range of perceptions in order to collect as many opinions as possible that will help the organisers evaluate each aspect of the sporting event with more accuracy. According to some interviewees, the organisers tried to collect information in an organised and structured way for many topics from different sources like TV viewers, public opinion, spectators' opinion and media opinion, in order to ensure the greatest validity possible for their



evaluation report. This report, according to some interviewees, was very significant as an evaluation indicator because it may act as a tool of improvement for the sporting event since the ultimate recipient is the organising committee which re-evaluates plans and makes decisions for the improvement of the sporting event. As Nadia stated:

*“We have for example a model of reports that we write about each leg of the series, that means we have general topics like, accommodation, transportation, marketing, TV etc.” (Nadia).*

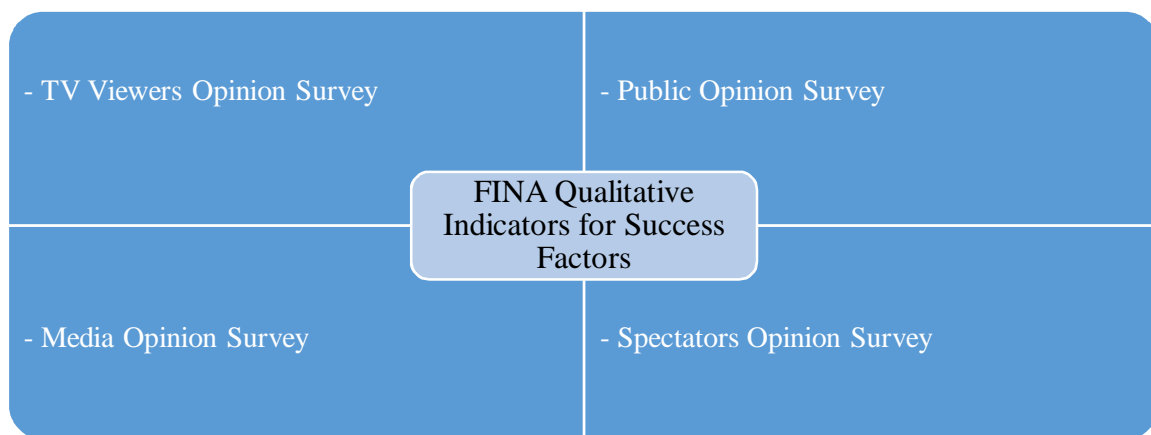


Figure 18. FINA Qualitative Indicators for Success Factors

#### 10.4.2 Quantitative Success Factors

The interviewees stated that, apart from the collection and analysis of the general perceptions of all stakeholders, it is also significant to have a viewpoint from specific indicators in order to analyse and evaluate each factor of success. Some of the interviewees stated that they take into account, as an indicator for the success of their sporting events, the survey about TV audiences. They stated that all this information constituted a strong database of specific organisational areas which are analysed so as to evaluate how well the event organisation has achieved its goals.

*“We make a survey and analysis of all the TV audiences: how many broadcasters to the signal, how many viewers, cumulative audiences etc.” (Nadia).*

Some of the interviewees stated that there is an interrelated framework of factors that influence success and the organisers conducted surveys in order to understand all the parameters that could influence the sporting event. The marketing surveys were conducted in relation with the sponsors’ perceptions to constitute a stable reference point which provided specific measurable

data so as to help all the interested parties make the best possible decisions.

*“What kind of audience level market penetration is? Probably the most marketing point of view commercial aspects this is still the most important factors for us.”*  
(Peter).

Following the above observation other interviewees’ stated:

*“We do have monitoring of TV audiences and this kind of things which give you a good indication.”* (Nadia).

The cost benefit analysis is another indicator which is used, according to the interviewees, in order to say that a sporting event was successful or not after the comparison of specific indicators that could provide measurement of the cost and benefits associated with the event. Some interviewees believed that such an approach provided the organisers with the opportunity to explicitly and systematically review all the factors that could influence the strategic plan both for the host city and the FINA organisation, because this evaluation will lead all stakeholders to make decisions not only for the near future but most importantly for the longer term. As Peter claims:

*“We usually receive the host cities as the other municipalities of the host cities or the local agencies, we usually undertake an economic impact survey, so for sure for the last four years we have a mixture of world Championships.”* (Peter).

Following the above observation, some of the interviewees pointed out that they paid attention to the commercial aspects in order to use this information for the evaluation of the sporting event’s success.

*“Formally we tend to focus on the commercial aspects.”* (Peter).

The sponsors’ positive perception of the success of the sporting event is related, according to some interviewees, to the magnitude of the broadcast exposure of the sporting event. The evaluation of their opinion is a significant indicator for the event organisers because it gives them the opportunity to collect information about what sponsors consider as success for the sporting event. The event organisers made decisions based on this, because the indicators that are significant for the sponsors help the organisers to achieve success.

*“Same with sponsors, you know with sponsors we might sell them again the idea of how much broadcast exposure they will see, how much media attention they will get, the benefits of being involved with FINA in the aquatic sports because of the intrinsic values that we have. So all these kinds of factors we basically use ourselves as a media of selling.”* (Peter).

Some of the interviewees stated that another indicator that they use in order to evaluate the

success of the sporting event is the comparison between their sporting events and other sporting events. This approach gave the organisers important measurable elements that are used to evaluate specific factors that have similar characteristics to their own events in order to compare their degree of success.

*“Also compare with others sports, with others big events in other sports and then it's is a good way for you to measure the success of your event as well.” (Nadia).*

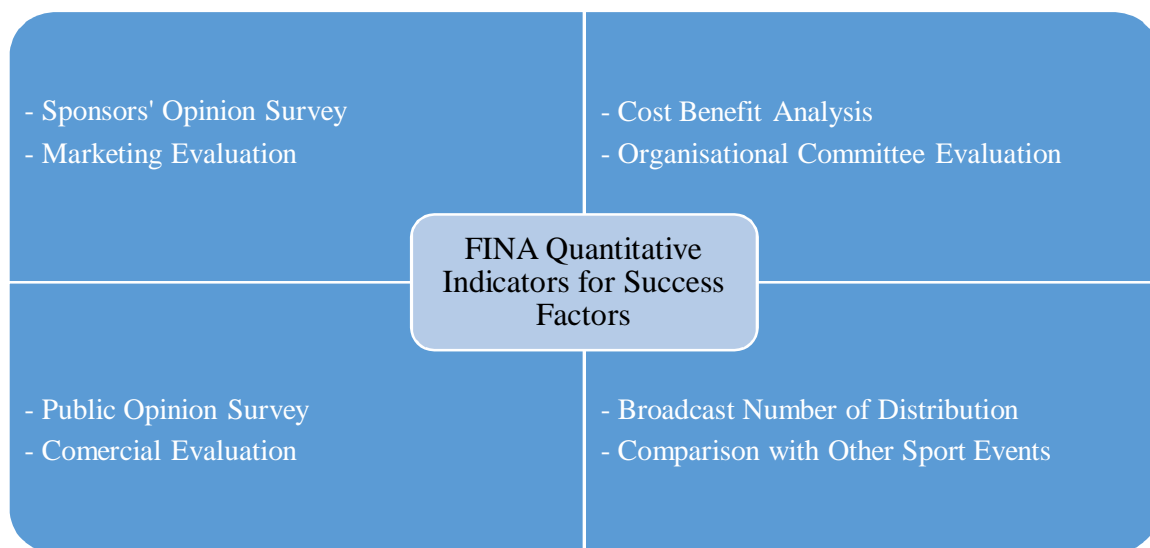


Figure 19. FINA Quantitative Indicators for Success Factors

### 10.5 Summary

In this chapter the success factors and their indicators are presented that, according to the interviewees, can influence the effectiveness of a sporting event. The interviewees provided a distinction between the qualitative and quantitative indicators that the event organisers take into consideration in order to evaluate the rate of accomplishment and fulfilment of their goals. The interviewees believed that stakeholders factors, organisational factors, public factors, TV viewers factors, spectators factors, financial factors constitute a dynamic mixture that could influence the success of the sporting event under specific conditions. This framework of success factors is directly connected to a framework of indicators that are divided in two main categories; the quantitative and qualitative. Though this categorisation the interviewees identified the level of accomplishment and achievement that the organisational committee set out at the beginning.

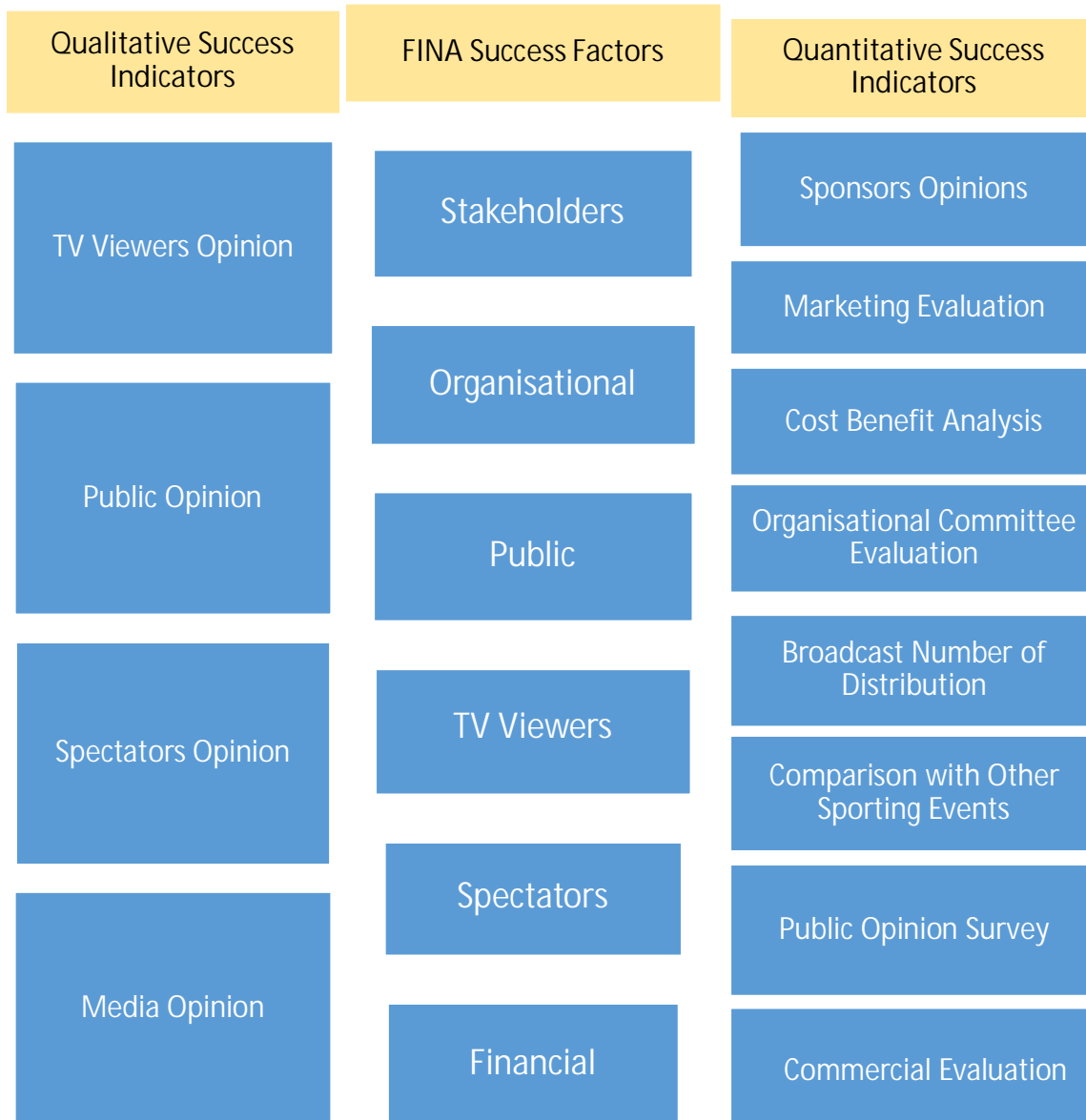


Figure 20. FINA Success Factors and Quantitative & Qualitative Indicators

## **10.6 Critical Success Factors of the Sporting Event**

### 10.6.1 Introduction

In this section of the study, the Critical Success Factors (CSFs) are presented according to the FINA sporting event interviewees. The CSFs are identified for a few key areas of activities and operations in which the results must be satisfactory to ensure that the event organisation will successfully reach its goals.

Eight critical areas have been used in order to identify the critical success factors, according to the interviewees' observations. In these crucial areas all the relevant specific factors are collected along with the operations that require special attention from the event organisers in order to organise a successful sporting event.

The CSFs are categorised in eight main areas as you can see in the Table 5 and the Figure 8 to Communication – Government & Public Support – Financial – Organisational – Sporting Community – Stakeholders – Technical – Technological.

### **10.7 Definition of Critical Success Factors**

Critical success factors are the factors that play a significant role for the event organisation. According to Peter, they can ensure the success of the event and without them it is impossible for the sporting event to achieve its specific goals.

*“Critical for me means you can't live without, it's how I would define it. So to be a success factor a critical success factors to me it means without it we can't have success.” (Peter).*

### **10.8 Critical Success Factors Areas**

#### 10.8.1 Communication CSFs

The effective communication between all the stakeholders and all the organisational departments in the sporting event organisation is a critical success factor, according to some interviewees. Building a stable network of communication can ensure that the event organisers will receive, elaborate and share useful information to all stakeholders and all departments. Some of the interviewees believed that precise, accurate and clear communication can support the event organisers to better understand the environment of the sporting event and avoid limitations or eliminations of information which can lead to ineffective decisions. The interviewees recognised that all stakeholders have to be well informed, and try to build stable

communication bridges in order to achieve specific tasks. The lack of effective and functional communication between the organisers may create collaboration challenges that will make it impossible for a sporting event to achieve its goals and ensure successful implementation.

*“So this communication flow is critical. You can have very good ideas on paper, you can have very good sponsors, you can have a lot of money, you can have very expert people but if you don't manage to have all these people working together, having the same goal in mind.” (Nadia).*

The interviewees recognised the critical nature of communication for the sporting event organisation, and tried to find effective ways to cope with complexity in order to increase the effectiveness of the good flow of communication between all involved parties. The most important element for communication, according to the interviewees, is to ensure that the sporting event organisation has built a solid network between all the stakeholders who will exchange precise and useful information. The lack of an effective communication framework will create a gap between the stakeholders which will affect every organisational action that is planned by the stakeholders. As Nadia felt;

*“...good communication because very often one may have difficulties, because he does not communicate enough or he does not get enough information back and some situations may not be clear.” (Nadia)*

Well planned communication between stakeholders can ensure that all stakeholders will be carefully informed about the overall possibilities and the objectives that have been set and must be achieved through their collaboration. The sound communication plan can help the event organisers to understand that by communicating with all the stakeholders early and frequently, the benefits that will result from their participation in the sporting event following a common tactic that will drive to them to actively support the stakeholders and sporting event actions.

*“Critical success factor is really a good flow of communication with the organizers and the partners.” (Nadia).*

The TV audience is another critical success factor that plays an extremely significant role for the success of the sporting event, according to interviewees, because they believed that TV constitutes the main channel of communication and main resource of information for the TV fans worldwide. Some of the interviewees believed that the massive numbers of TV viewers, in relation with the spectators that participate during the sporting event, create for the organisers a specific audience that has totally different needs and demands from the organisers and therefore a completely different communication approach must be followed. According to the interviewees, TV viewers in relation with spectators will obtain different experiences, and the

organisers have the opportunity to cover organisational mistakes and omissions during the sporting event. This power is extremely momentous for the event in that it has the possibility to share the best images worldwide.

*“How an event looks on TV is another thing. So you can go to an event and the organization can be catastrophically bad, but it looks great.” (Peter).*

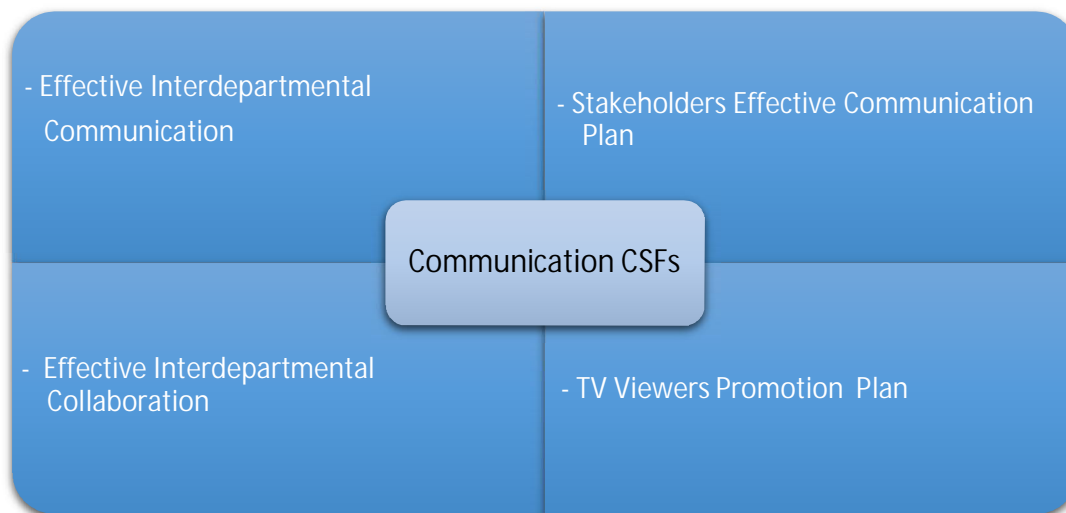
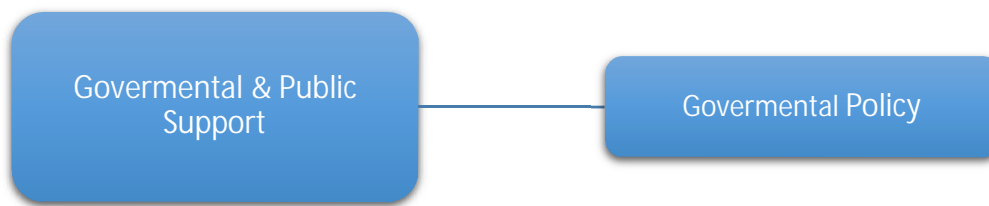


Figure 21. FINA Communication CSFs

### 10.8.2 Government and Public Support CSFs

The global interest that a sporting event attracts worldwide, and the direct influence that it has on the local community, demands that the host country have a government policy in place in order to provide all the necessary conditions so as the sporting event can be a starting point for the regeneration of many aspects of the community. According to some interviewees the government tries to exert considerable pressure in order to ensure that the sporting event will support the country and the host area to create and promote a new image that, apart from the sporting interest, will help the economic and social life of the region. The lack of a well-planned governmental policy could lead to very negative results that will influence society in the longer term.

*“... use whatever tactics necessary whether you know they are personality wise, political pressure whatever is needed to bring that player up to the level we are expecting.” (Peter).*



*Figure 22. FINA Governmental and Public Support Critical Success Factors*

### 10.8.3 Financial Critical Success Factors

Sport is now recognised as an important sector of economic activity that could have a multifaceted influence on the way of life of a community. The increasing needs arising during the sporting event organisation demands that the organisers are sure about the adequacy of financial resources. The adequacy of the financial factors, according to some interviewees, is of extreme importance because it gives the event organisers the opportunity to overcome as much as possible internal and external constraints that could negatively influence the evolution of the event. The viability of the sporting event is dependent on its adequate financials so that event organisers are able to cover all needs in an effective and efficient manner for the duration. The wide range of aspects and actions that are dependent on adequate financials make it an important and necessary prerequisite for every event organisation. The lack of adequate financials will be catastrophic for the manner in that a sporting event is now organised, and this will drive the organisers to cancel or totally change the organisational arrangement.

*“The economic factors still have the bigger and greater importance.” (Nadia)*

The interviewees stated that financial income is used to ensure better organisation. This is related with how well the organisers have managed the sporting event and how much added value is gained from their actions. The interviewees stated that only if the level of organisation is very high will the sponsors and others stakeholders, who provide funding to the sporting event, take part in the event. They also believed that financial income will help them to better organise and manage all the aspects of the sporting event, thus creating a very attractive marketing and organisational environment for the sponsors to feel that they will want to participate in an event to get mutual benefits and returns. The lack of combination of specific



elements in this grid could constitute a big pitfall for the future development and the future existence of the sporting event.

*“If the event is successful, it has a fact it brings in the commercial side.” (Peter).*

Following the same perception some other interviewees stated that:

*“It is important to have money obviously if you don't have funding you can't create a good event.” (Nadia).*

According to some interviewees, effective sponsors' support is directly connected with the financial viability of their sporting events, and this constituted another critical success factor. For some of the interviewees this is crucial and dependent on their ability to raise and attract sponsors through TV which, for their sporting events, is the main vehicle in order to increase visibility. Besides, the attention that they pay to the broadcasting and the degree of market 'penetration' that they want to achieve in the population is very important for them. Having many broadcasters from many countries will ensure that their sporting events will be presented to as many people as possible. This critical success factor is doubly important for the interviewees' because they used it on one hand to increase their profit, and on the other hand to increase the interest around their events for the sponsors. The lack of significant opportunities for the sponsors to promote their products will result in limited income stream from the potential sponsors.

*“.....involvement in the commercial site is obviously things related to broadcasting whether it's again number of broadcasters we have there how much coverage we are getting, how many people do we get.”(Peter).*



Figure 23. FINA Financial Critical Success Factors

#### 10.8.4 Organisational Critical Success Factors

According to the interviewees, the organisational critical success factors constituted an ongoing process which required the organisers to be flexible and adaptable during all organisational phases during the sporting event.

The effective operational plan is another critical success factor that has the opportunity to provide specific organisational guidelines to all stakeholders following a precise framework of tasks, responsibilities, and decisions which are under continuing evaluation in order to support, correct, or change each action that could influence the sporting event. Some interviewees believed that the development of a precise operation plan could include an organised evaluation approach to the sporting event to measure and analyse the progress of the organisational processes during the organisation of the sporting event. The lack of such an approach may lead the organisers to eliminate the opportunities for a successful event, so without being organised according to the objectives that they have set from the pre-event phase, they risk creating an environment with dangerous inconsistencies for the sporting event.

*“So in a pre-event we know what is important for us in the event delivery, what it is important.” (Peter).*

Having sufficient skilled staff, as well as the effective management of volunteers constituted a significant critical success factor, according to some interviewees. The role that the skilled staff is called upon to play is very crucial for the event organisation because their ability could significantly influence the effective and efficient implementation of the priorities, goals, and roles that must be accomplished during the event organisation. The importance that they give to the skilled human resources is not limited only to staff but also include the volunteers that must be skilled as their role affects many different organisational areas. The lack of experienced personnel could create organisational disorder leading to uncontrollable situations which cause mistakes that would dramatically influence the sporting event.

*“The number one is always the organizers; it's the organizers and people that make the organization.” (Peter).*

Some of the interviewees stated that, apart from the required know-how, the combination of the participants' experience could ensure the organisational congruence of a sporting event. The perception, understanding, commitment, accurate reaction and promptness for clear-cut and correct decisions made under pressure can be ensured by people who have experience and knowledge and thus can help the organisational committee to achieve the organisational

objectives that they set in each organisational phase. It is necessary for the organisational committee to have a point of reference about what is the ideal organisational composition which will provide the possibility to develop the sporting event organisation, with personnel whom are highly motivated, experienced, and educated. The lack of an effective organisational committee will decrease the chances of organising a prestigious sporting event because it is difficult to avoid the organisational disorder that will negatively affect all of the organisational structure.

*“If you have got professional people, if you do a number of events, if you do an event for which you have professional people involved with experience.” (Peter).*

Following the above observation the interviewees’ also stated that:

*“I guess for me will be professional organization, is having people understand the task in hand, know what they have to do and know how to move along the path to get that end result.” (Peter).*

The organisational culture is another critical success factor, because it can affect the sporting event organisation. As the interviewees stated, the sporting event organisation copes with different organisational cultures from different countries, which have specific characteristics and behaviours, which could influence the way the organisational committee interact with one another and the policies they have to follow. The different organisational culture is a very complicated element that could reduce the level of collaboration between all the stakeholders, whereas on the other hand if there is a deep understanding of the working culture of the specific environment they can build strong bridges between all the participants in order to work efficiently and effectively. According to the interviewees, a conceptual framework is needed that links the national organisational environment, where the sporting event takes place, with the local organising committee and International organising committee, following rigid guidelines on how to act for any organisational issue. Exploring and recognising the organisational culture that could influence the sporting event organisation is crucial because the organisational committee has the opportunity to understand its boundaries that the environment set so it will help the organisers to perform more effectively and more efficiently improve their efforts for better organisation.

*“I think when we work, may be if you work only in Switzerland or you work only in Greece you know you could may be or even in Switzerland, here different culture and different ways of working within a region.” (Peter).*



Figure 24. FINA Organisational Critical Success Factors

### 10.8.5 Sporting Community Critical Success Factors

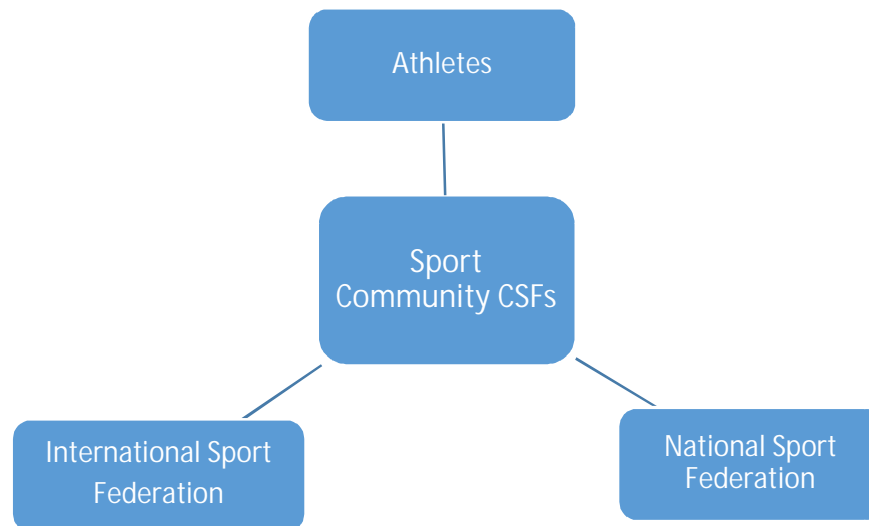
The sporting community is a specific field during the sporting event because all other factors and organisational aspects moving around the dynamic of this special community. The need to follow specific rules, legislations, and procedures that will ensure and will provide the best conditions to this community, creates a very demanding organisational framework for every organisation. Some interviewees considered that this community plays a central role, and is crucial for the sporting event organisation. The athletes especially must have the best conditions during the event so that nothing can influence their performance. This simple and obvious statement is followed by numerous protocols, actions and procedures that must be fulfilled for the athletes to be willing to participate in the sporting event. The lack of a secure, safe, and well organised sporting event will lead to rejection or refusal from the athletes to participate in the event and this will result in an unsuccessful event.

*“If you are looking from FINA’s point of view...the athletes...”. (Peter).*

National sporting authorities are responsible for implementing, supporting, and following the values, vision, mission, and the rules that have been set by the international sporting bodies about the sporting event organisation. Some interviewees believed that the role that the national sporting authorities are called upon to play is crucial because their responsibility spans a wide range of actions and procedures that must be organised in close collaboration with the international sporting federation. This organisational congruence between these two bodies can build a strong organisational framework in which all stakeholders feel satisfied with their

participation. The lack of understanding of their significant role to collaborate effectively and efficiently, not only in their area but also with the others stakeholders in the sporting event, will lead the event organisation to experience unexpected conditions.

*“So that’s what I try to give back to the people I am working with.” (Nadia).*



*Figure 25. FINA Sporting Community Critical Success Factors*

#### 10.8.6 Stakeholders Critical Success Factors

The participation and the effort that stakeholders provide during the sporting event organisation directly or indirectly affect all the organisational areas of the event. The interviewees believed that there is a mutual beneficial relationship which helps the event organisers to create a continuously developing environment whose main goal is to improve the level of the organisational event.

The differentiation of the stakeholders is performed according to their specific needs and priorities during the sporting event. This necessity creates the need for the event organisers to approach every stakeholder differently, taking into account what is valuable to them in order to ensure their participation in the sporting event. The sponsors constituted an indicator of stakeholders’ critical success factors, and could significantly affect the organisational structure of the event. The crucial role that the sponsors play during the event renders them unique in regards to the influence they have on the sporting event organisation. The lack of sponsors for a sporting event will change the complete organisation of the sporting event, producing a new uncertain organisational framework evolution.

*“Obviously a sponsor will have a different approach than a local organizing committee or even an international governing body as FINA.” (Nadia).*

According to some interviewees, the athletes’ participation constituted the most critical element because it is the ‘soul’ of the sporting event. All the organisational actions and plans from every organisational committee lead towards supporting and providing the best conditions for the athletes during the sporting event. The critical nature of the athletes’ participation is closely related with the level of the organisation and its reputation in the sporting world. During the sporting event the athletes are the central figures for all the stakeholders and the organisation is built around them.

*“... it is important that all the people involved are satisfied and specifically the athletes that have taken part in the event.” (Nadia).*

The spectators’ participation is also a critical success factor, because their decision to participate in the sporting event reflects their positive perception or belief in the high level of the event which they will attend. The spectators will come into contact with many organisational areas from which they will expect an excellent service and conditions within a convenient environment. Their perception of the quality of the provided services could be the main reason for their decision to either attend or not attend the sporting event. The organising committee should pay particular attention to each organisational issue that could affect the spectators, because through this approach the event organisers show their respect for the decision that the spectators take to spend their free time and their money attending the sporting event. The lack of spectators will be catastrophic for the future of the sporting event because it will influence a wide range of parallel organisational issues leading the sporting event to have uncertain prospects.

*“...as a spectator you want to have an experience, when you are a spectator you pay money for the tickets, you want to have a good time, you want to have good value for money, you want to be excited”. (Peter).*

Another indicator from the stakeholders’ critical success factors is the Media’s participation during the sporting event organisation. Some of the interviewees recognised the multiple influences that the Media has in the sporting event and they stated that the event organisers must evolve this interaction with the Media because, apart from their services as information providers, they support the event to attract more interest from others stakeholders, empowering at the same time the existing stakeholders that participate in the sporting event. The lack of Media coverage for a sporting event will create a gap of information and promotion of the event which is impossible for the organisers to cover or replace with something else. As Peter stated:

*“We know the TV is very important...obviously things related to broadcasting..”  
(Peter).*

The organisation committee is also an indicator of the stakeholders’ critical success factors. The different composition of the event organisation creates a demanding organisational environment in which all the participants and all stakeholders’ delegations must collaborate effectively and efficiently to meet their goals. For some interviewees the organisational committee must act as a filter that will only absorb useful information from each stakeholder, so as to effectively organise the sporting event. The lack of this organisational competence may create great uncertainty with unpredictable consequences for the future of the sporting event.

*“For an organizing committee a successful event will be if they have a big return of investment.” (Nadia).*

Governmental bodies are also included in the stakeholders’ critical success factors, because their sovereign and supervisory roles are altered, according to the specific organisational characteristics of the environment where the event takes place. The role of the National and International governmental bodies must be both constructive and flexible in order to be able to find quick solutions when common decisions are needed and avoid conflict in the organisational process. The responsibility to be efficient in each environment creates the need for government bodies to follow organisational frameworks which have the ability to work without absolute and fixed guidelines, but to allow the opportunity to be open for changes. Such an open minded approach which of course follows a basic organisational level of specific action, helps the development of the sporting event and in parallel improves the organisational process, the lack of such an approach may confuse the organisers and make effective organisation impossible.

*“When you work in an organization to have rigid guidelines or structure.” (Peter).*

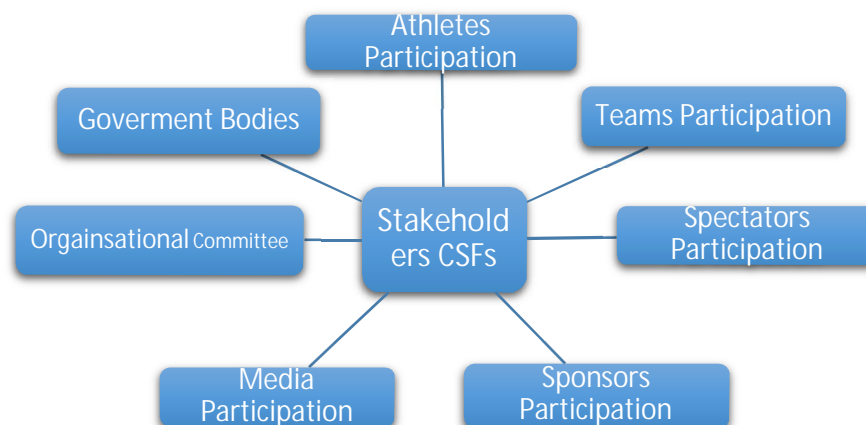


Figure 26. FINA Stakeholders Critical Success Factors

### 10.8.7 Technical Critical Success Factors

The increasing and diverse needs and obligations of the sport also affect the technical conditions which are obliged to adapt to the environment the sporting event needs and demands. The need to cover controversial priorities and services from many different stakeholders' in the same facility, oblige the event organisers to demand very specific and precise technical specifications for the sporting event.

According to some interviewees, the quality of sporting facilities and infrastructure constituted a crucial indicator for the event, because every sporting facility must provide an adequate level of qualitative services. The sporting facilities must include adequate infrastructure in order to cover all international standards for services and security. The quality of sporting facilities and their infrastructure can be the main reason for the decision of the organisation to hold a sporting event in a specific place. Brand new or renovated facilities with high quality standards are more likely to 'attract' sporting events because they have the capability to provide all the necessary conveniences to all stakeholders.

*"The spectators may have a good time, but may be upset because they cannot find food, beverage or security is bad, there are queues or whatever." (Peter).*

The sports facilities must have the infrastructure to satisfy all the needs that the participants have during their participation of the event. The sports facilities have the power to support the event organisers in providing high quality services to a highly demanding and diverse population. For the event organisers to decide where the sporting event will take place, they must very carefully analyse the quality of sports facilities infrastructure in order to be sure that all the stakeholders will find a friendly environment. As Peter believed:

*"Those are the things that motivate you, you want convenience, you want to have a parking, not to queue in a long line to get in, or to get a hamburger, you want convenience..."(Peter).*

Another indicator that the event organisers take into consideration, are the accommodation facilities and the International and National transport network. Because the event organisation is not limited to just inside the sporting facilities, it is very important that the event organisers also take into consideration the provided services of the host country and host city because these constitute critical indicators, not only for the decision making about the location, but also for the organisational level of the event. The lack of these basic elements could derail all the organisational and operational structure because of limitations of alternatives solutions and qualitative services.



*“Everything was well organized for them; accommodation, transportation.”*  
(Nadia).

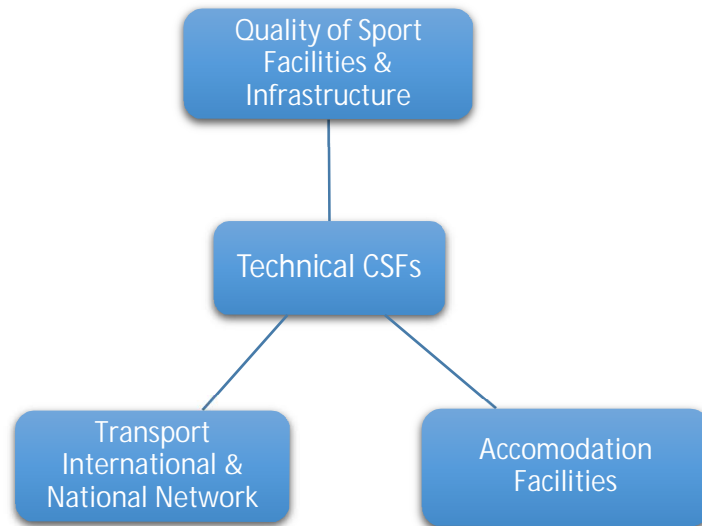


Figure 27. FINA Technical Critical Success factors

#### 10.8.8 Technological Critical Success Factors

Technology is ubiquitous in sport, helping and supporting each stakeholder during the sporting event organisation. The appropriate technology is a prerequisite condition nowadays for the sporting event organisation to be able to achieve each organisational objective. It is very difficult to start the organisation of a sporting event, without identifying the technological tools that will be useful and necessary during the event organisation.

The TV networks have adopted many new operations that have rendered TV a crucial means of communication through which the continuously development of technology has provided incredible support to the sporting event. The complexity of the equipment and how it is used in the media and TV, demand skilled and experienced staff who are able to accurately execute the event schedule. The TV and media equipment is directly associated with each action that take place from each stakeholder in the sport, and that is why its role is crucial for each sporting event organisation. The lack of such equipment and the lack of skilled and experienced people working for the sporting event organisation will create an insurmountable obstacle for the future of the sporting event.

*“We know the TV is very important, so if we have a house broadcaster that's not really skilled or lacks experience.”* (Peter).

The lack of technological tools and equipment combined with the lack of skilled and

experienced people could change radically the sporting event organisation, and isolate it to a small and limited range all the aspects that could be affected from the technology, creating a completely different organisational environment.

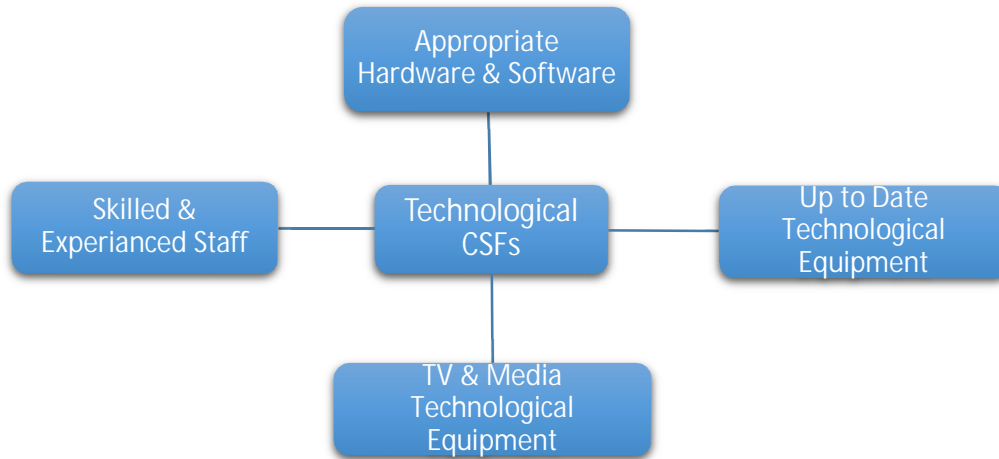


Figure 28. FINA Technological Critical Success Factors

### **10.9 The Impact of Critical Success Factors on FINA’s Sporting Event**

The interviewees stated that each critical success factor belonged to a particular category that significantly influences the sporting event and interacts with all levels of the sporting event organisation. The event organisers stated that they try to align the thinking of all the stakeholders through effective communication. Also the large number of actions and activities that every stakeholder has to take into consideration means that the critical success factors can influence many organisational areas of the sporting event. The stakeholders present their priorities for the sporting event through the identification of the critical success factors, and they make all the participants aware of the issues where they must perform well, and try to reduce overlaps and mismanagement actions during the sporting event. Nadia believed that:

*“The influence is huge, for me it can make all the difference.”(Nadia)*

The interviewees considered that through the CSFs the event organisers have the ability to put pressure on all levels of the organisation, depending on the level of engagement of each of them. Some of the interviewees pointed out that the identification of the critical success factors from every stakeholder produces a framework in which the event organisers set an acceptable limit for each critical success factor. By knowing these factors for every department and for

every stakeholder this allows the organisation committee to follow specific guidelines in order to make the sporting event successful.

They state that CSFs have to be defined before the event so that the event organisers concentrate on top priority factors, taking into account the most essential actions from the start to the end. This “totality” approach of the sporting event allows the event organisers to have a clear image of the event and also evaluate and monitor every planned action. Peter stated:

*“...I think in building up the event when it is being run. After the event, it is already too late. The critical success factors have to be in place already before the event. This is why we have to be monitoring.” (Peter)*

Also the interviewees stated that different stakeholders identify different critical success factors and set different goals for every factor in order to successfully implement their priorities. The event organisers also stated that it is normal for each stakeholder and each department to look for different CSFs during the sporting event. Usually, as the interviewees said, there is a parallel different approach from the stakeholders that follow their subjective way of setting priorities but having only one common goal: to successfully implement their planning of CSFs. Every stakeholder follows their needs when they set the CSFs for the sporting event, and their choices influences his opinion and differentiates their action. As Peter stated:

*“And probably for everybody involved in an event whether it's an athlete or team official organizer, volunteer, broadcaster, sponsor, whoever, they all look after their own.” (Peter).*

Other stakeholders following the same observation stated that:

*“Obviously a sponsor will have a different approach than a local organizing committee or even an international governing body as FINA.”(Peter).*

In line with the previous references, the stakeholders considered that collaboration between the stakeholders’ CSFs links all the goals, strategies and actions that are needed for each factor and supports the successful implementation of the CSFs that each stakeholder has set.

## **10.10 Case Study Summary and Discussion**

FINA is an International sporting organisation whose main goal is to promote and encourage the development of swimming in all possible manifestations throughout the world. The sporting event organisation committee bases the success of the event on six main components which are separated in quantitative and qualitative success factors: stakeholders’ satisfaction,

organisational effectiveness, public satisfaction, TV viewers' satisfaction, spectators' satisfaction, and financial adequacy.

At FINAs' sporting events the main goal is to keep all the stakeholders satisfied. The interviewees believed that effective collaboration strengthens communication between all participants, thus ensuring the achievement of the goals that have been set by the organisation committee. The interviewees used them as an indicator of adding value in order to attract more sponsors for the event. By attracting more sponsors it gives the organisers the opportunity to ensure more financial benefits so as to support the sporting event plan.

For the respondents, the critical success factors constituted a specific framework in which they have included the subjective perceptions of every stakeholder. They pointed out that for them it is a critical point to consolidate all the different approaches of the stakeholders under the mission and vision of the organisation committee and to work in agreement in order to organise a successful sporting event.

The CSFs were categorised into eight main areas in which all the factors that the interviewees considered as crucial for the event organisation were identified. So they distinguished the critical success factors as Communication, Governmental & Public Support, Financial, Organisational, Sporting Community, Stakeholders, Technical and Technological. According to the interviewees the critical success factors have a different importance for each stakeholder, therefore the main priority is to understand and analyse their expectations from their participation in the sporting event.

*Table 8. FINA Success and Critical Success factors of a Sporting Event*

<b>SUCCESS FACTORS FOR FINA'S SPORTING EVENTS</b>	
<b>Success Factors</b>	<ul style="list-style-type: none"> <li>- Stakeholders</li> <li>- Organisational</li> <li>- Public</li> <li>- TV Viewers</li> <li>- Spectators</li> <li>- Financial</li> </ul>
<b>Quantitative Indicators</b>	<ul style="list-style-type: none"> <li>- Sponsors Opinions</li> <li>- Marketing Evaluation</li> <li>- Cost Benefit Analysis</li> <li>- Organisational Committee Evaluation</li> <li>- Broadcast Number of Distribution</li> <li>- Comparison with Other Sporting Events</li> <li>- Public Opinion Survey</li> </ul>

	- Commercial Evaluation
<b>Qualitative Indicators</b>	- TV Viewers Opinion Survey - Public Opinion - Spectators Opinion Survey - Media Opinions
<b>CRITICAL SUCCESS FACTORS (CSFs) FOR FINA'S SPORTING EVENTS</b>	
<b>Communication CSFs</b>	- Effective Interdepartmental Communication & Co-operation - Stakeholders Effective Communication Plan - TV viewers Promotion Plan
<b>Governmental &amp; Public Support CSFs</b>	- Governmental Policy
<b>Financial CSFs</b>	- Effective Sponsors Support - Spectators Financial Plan - Adequate Financial Resources - Financial Incomes for better organisation
<b>Sporting Community CSFs</b>	- Athletes - National Sporting Federations - International Sporting Federations
<b>Technical CSFs</b>	- Quality of Sporting Facilities & Infrastructure - Transport International & National Network - Accommodation Facilities
<b>Organisational CSFs</b>	- Organisational Committee Effective Management - Skilled and Sufficient Staffs - Evaluation Plan for Sporting Event Organisation - Operational Effective Plan - Volunteers Effective Management - Organisational Effective Plan
<b>Stakeholders CSFs</b>	- Athletes Participation - Teams Participation - Spectators Participation - Sponsors Participation - Media Participation - Organisational Committee - Government Bodies
<b>Technological CSFs</b>	- Up to Date Technological Equipment - Skilled and Experienced Staff - TV & Media Technological Equipment - Appropriate Hardware & Software

## **11. UEFA Case Study**

### ***11.1 Introduction***

The following chapter presents the results of the research. The findings from each case study are considered and discussed, allowing common issues and themes to emerge.

### **Union of European Football Associations (UEFA)**

#### ***11.2 Overview or Introduction of the Sporting Event***

UEFA – the Union of European Football Associations – is the governing body of European football. It is an association of associations, a representative democracy, and it is the umbrella organisation for 54 national football associations across Europe. Its objectives are, among other things, to deal with all questions relating to European football, to promote football in a spirit of unity, solidarity, peace, understanding and fair play, without any discrimination on the basis of politics, race, religion, gender or any other reason, and to safeguard the values of European football, maintain relations with all stakeholders involved in European football, and support and safeguard its member associations for the overall well-being of the European game.

##### 11.2.1 Interviewees

The participants in the study are the people who are responsible for sporting events organisation in the relevant departments of UEFA, having different responsibilities and belonging to different hierarchies. They have provided their opinion from personal experience with sporting events in which they have participated according to their professional role and responsibility. Also, the large number of sporting events that they organise every year in Europe makes them a significant resource of knowledge which this study is trying to elicit. Before the interviewees identified the Critical Success Factors that influenced the sporting events and how they measure them, they were asked to provide their perceptions about the success factors that influence their sporting events and how they measured these specific factors. Following this approach, the interviewees provided precise and clear information for all the aspects that could influence the sporting event organisation. The list of interviewees is shown in Table 9.

Table 9. UEFA List of Interviewees

Name and position	Reason for Inclusion in Research
Daniel Ribeiro (Event Manager)	Responsible for Event Management with the main project the Champion League, match organisation, referees, teams, clubs, accreditation, safety and security.
Dragan Casanovich (Product Development)	Responsible of Product Development for club competitions; his role also consisted of looking for new development areas of promotional fields for Champion League and UEFA Cup.
Mark Timmer ( Event Manager)	Responsible for UEFA Champion League UEFA Europe League, Super Cup and also for the finals of these events
Mark O Keefe ( Research Manager)	Research Manager in Marketing Division UEFA
Michael Heselschwerdt (Head of Club Competition)	Responsible for Champion League, UEFA Europa League, Super Cup and also for the finals of these events

### 11.3 Sporting Event Success Factors (UEFA)

The UEFA interviewees' primarily tried to define and identify the factors that influenced the success of their sporting events. The interviewees believed that sporting event organisation is similar to constructing a puzzle from its individual pieces but without knowing the full picture in advance, because the same stakeholders are not involved in every sporting event. For this reason the interviewees were asked to define the success of the event and they provided a number of definitions which are presented in the following pages.

The interviewees stated that the stakeholders' satisfaction determines the success of the sporting event. The interviewees presented a distinction according to satisfaction, between people that participate as TV viewers and the spectators in the stadium and the people that work for the sporting event. The interviewees believed that success for each of them has a different meaning because every stakeholder approaches the sporting event differently, and has different priorities to fulfil during their participation. The interviewees identified success in two areas of satisfaction: the 'public' and the 'institutional'. In 'public' success they included the positive opinion of people who participate as spectators and TV viewers and who are satisfied from their experience. In 'institutional' success they have included the satisfaction of the event organisers due to achievement of their goals and also all the other stakeholders that are satisfied

because they have accomplished their objectives during the sporting event. As Daniel described:

*“There are many factors to determine if an event is successful or not. First you have to take into consideration what the general public is, so the people who see the game on TV, the people who see the game at the stadium and us working inside for the events. First is the public and second is the institutional success of the events.”*  
(Daniel).

The interviewees also recognised as a success factor the amount of interest that they received from the people. This factor reflects the penetration of their sporting events in society and empowers their efforts to provide more qualitative services at all levels of organisation. The interviewees believed that the interest for football generates a wide field of fans that follow UEFA’s sporting events on TV or on the internet providing them the opportunity to improve their policy in order to increase the number of people who will watch their sporting events. As Dragan explained:

*“...most of the events within UEFA involve fans. The ultimate consumer from our point of view is the fan, whether watching on TV or on the internet the event, for us the fan is the ultimate target.”* (Dragan)

The interest of the public, according to the interviewees, is a factor that determines the success of an event because this is related to the decision of people to buy tickets. The interviewees stated that the interest of the public is linked with the willingness to attend the event and consequently with ticket selling which is very important in order for the event to be characterised as successful.

The interviewees also pointed out that apart from the financial benefit that a sell-out entails, more significant is the fact that people decide to participate in the sporting event, because success has different parameters for an event; for example, a sporting event that is successful financially but does not receive a lot of public interest and had an empty stadium, cannot be characterised as successful.

The interviewees stated that a positive public opinion constituted success. As they said, characteristically the sporting event does not exist in a vacuum, it influences and is influenced by society. Public opinion is a success factor because it reflects the perception of society about the total organisation of the sporting event. As Mark felt:

*“I think that first you have to take into consideration the public opinion.”*(Mark).



The interviewees also related the success of the sporting event with the safety that is provided at the sporting event. The event organisers stated that it is important to ensure the safety of all the participants at the event, taking into consideration all the measures needed in order for the people to be safe to and from the sporting event.

The interviewees stated as a success factor the commercial satisfaction of some stakeholders whose main interest is to fulfil financial objectives. The event organisers mentioned that in some events they take into consideration commercial factors rather than organisational or sporting aspects and they evaluate the sporting event with financial criteria. This commercial approach of the sporting event presents another part of the event organisation where the values and principles of sport, athletes' needs, or satisfaction of the spectators have not been met, however the event is characterised as successful because it has met the commercial expectations of some stakeholders. As Mark explained:

*“... A number of major qualified events that could have gone very badly in the last few years are perceived as successful because from a commercial perspective they were successful.” (Mark).*

The interviewees considered the satisfaction of football fans as a success factor. The interviewees made a specific reference to the fans' behaviour, because fans are product creators through their interest in football. Also, for the event organisers the fans constituted a main part of the sporting event because they play an important role in order to create value for the sporting event; without fans football would lose a main element which makes it one of the most popular sports in the world and attracts the interest of big companies to present their products in order to ensure financial resources. As Michael said:

*“If I consider key target groups, for me it is the football fans.” (Michael).*

According to the interviewees, success factors for a sporting event are the athletes and teams' satisfaction. For the event organisers the athletes constituted the main actors, who must be satisfied, supported, and have their needs met during their participation in the sporting event. In order to find the best conditions and a comfortable environment to meet the athletes' satisfaction, basic organisational aspects must be included to achieve a successful sporting event. As Michael explained:

*“...most important one is that the clubs playing, the players, the teams be happy.” (Michael).*

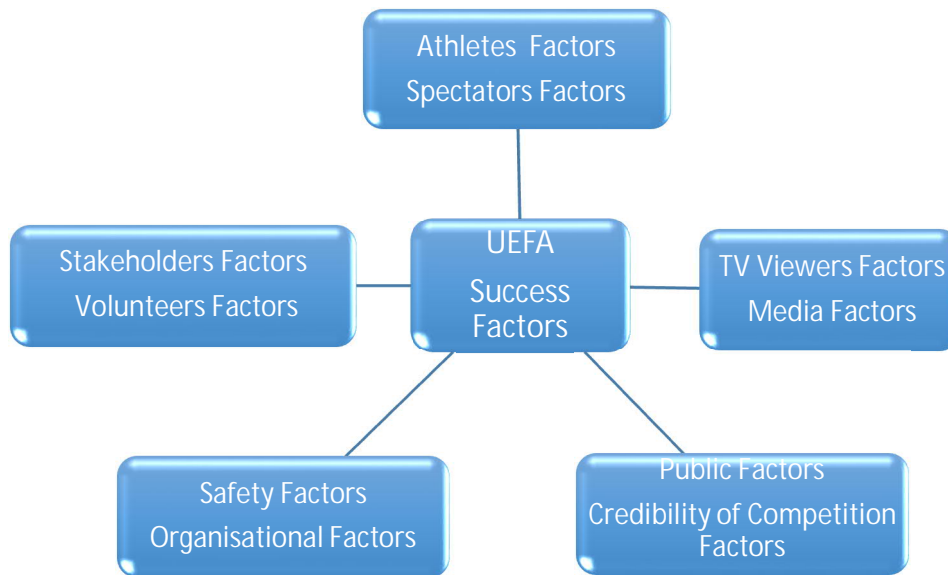


Figure 29. UEFA Success factors for Sporting Events

## 11.4 Indicators for Evaluation of Success Factors

### 11.4.1 Qualitative Success Factors

The UEFA interviewees considered that it is important for an effective sporting event organisation to have identified and evaluated the success factors in order for the organisers to know the grade of achievement of the goal that was initially set. Following this observation the interviewees presented indicators that are used to evaluate the success factors. They have separated these indicators into quantitative and qualitative and through questionnaires they approached the different aspects of the events. As Dragan explained:

*“Successful event has obviously to be measured both in quantitative and qualitative terms.”(Dragan).*

The interviewees believed that a sporting event has to approach a wide range of evaluation from all stakeholders and for different issues in order to provide the information about success. Some of the interviewees considered that the security and safety that people feel during their participation in the sporting event, constituted an indicator which the interviewees take into consideration in order to characterise an event as successful. As Markos said:

*“For me, for it to be successful it's about making sure that whoever was attending it managed to get there and managed to get home safely.”(Markos).*

Others interviewees considered that is significant for them to measure success using indicators such as the quality of the services provided. This measurement collects significant information

from different areas and from different stakeholders about the level of the implementation in relation to the goals that were by set the event organisers at the beginning.

*“I worry about event logistics and the fact that when we take care of events from country to country, quality, services provided vary enormously and I mean we have had a number of major qualified events that could have gone very badly in the last few years but are perceived as successful because the main focus was on commercial perspectives.” (Markos).*

Some interviewees stated that the opinion of stakeholders like sponsors, media, and spectators could provide significant indicators to the event organisers in order to evaluate as completely as possible the sporting event organisation. The interviewees believed that it is necessary to receive information measuring a wide range of indicators from significant stakeholders which could significantly influence the success of the sporting event.

*“The sponsors had a good time, the broadcasters had a good time, and it is the paying fans that suffered the problems. So for me is a lot about the spectators. I suppose another measure that could be the level of interest from the commercial world, from the TV prospective or from sponsors prospective. The fact that events make money, a break-even event can be a successful event.” (Markos).*

Some of the interviewees also pointed out that spectator surveys are very useful tools for the sporting event organisation. The interviewees believed that it gave them the opportunity to analyse the details of all the parameters that could influence the success of the sporting event.

*“We get contact details from people, from spectators that have attended the event. We tell them that we are going to contact them when they go home, so we get through 60% degree feedback about the full event. So from whether they heard about the event to will they come again' or how long they stayed, how much they spent, whether, we have some basic satisfactions such as ' How do you rate the event on a one to ten scale', , 'would you recommend it to your friends', 'would you come back again'? All these things and it can be everything, from 'did you feel safe when you watched the game', ' how would you rate the place, the security as you go from the reception, from the stewards', and, 'was the ticket's price appropriate' ? Everything, so is a customer's satisfaction following the Major Event. That is one of the ways how I would measure the success.” (Markos).*

The interviewees believed that the athletes and teams constituted an indicator which could present information for the evaluation of the sporting event. This evaluation will help the

organisers to learn more about the conditions that are related to the sporting conditions that the athletes and teams experienced during the sporting event.

*“The players who say ‘thanks for the pitch it was very good’ and it was also for the audience. But we can measure the way, if there are few negative comments it is already considered as success.” (Michael).*

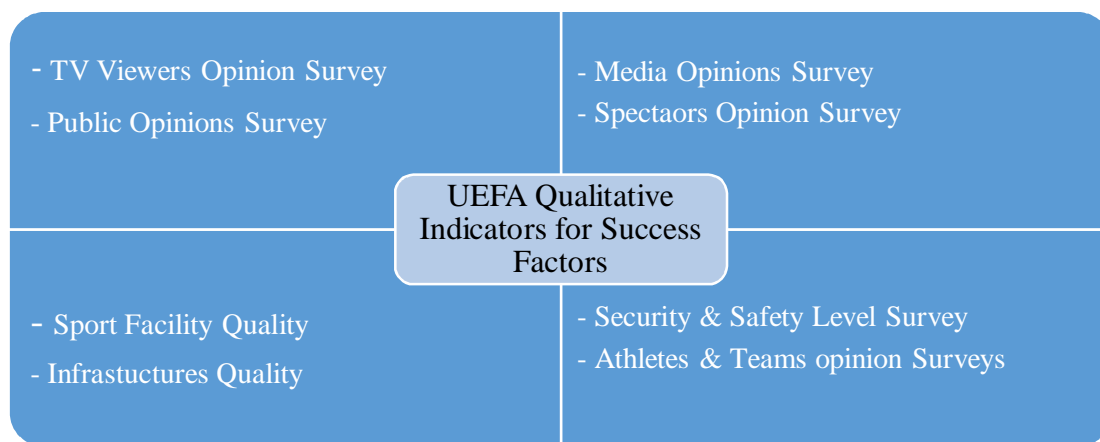


Figure 30. UEFA Qualitative Indicators for Success Factors

#### 11.4.2 Quantitative Success Factors

The interviewees believed that besides the qualitative indicators which provide a general picture about what could ensure success; quantitative indicators are equally useful providing specific and precise information for the sporting event.

According to some interviewees, the surveys for the spectators constituted an indicator which could provide a lot of information for many aspects of the event organisation. Taking into account spectators as indicators of evaluation, the event organisers have the possibility to build a wide framework from very specific topics where they have to pay more attention for future events. Through this process they set measurable goals that are significant for the event organisation in order to evaluate if each of these aspects is located within the acceptable limits that the organisers had set at the initial phase in order for the sporting event to be characterised as successful.

*“We get contact details from people, from spectators that have attended the event. We tell them, that we are going to contact them, when they go home, so we get through 60% degree feedback about the full event.” (Markos)*

The interviewees also believed that each organisational division sets different evaluation indicators that are used in order to get all the information which will help the organisers to make good conclusions. Through a cost-benefit analysis the evaluation of the financial resources help the organisers to set precise financial plans to ensure that the sporting event will stay within budget.

*“Obviously other colleagues in my division, in a commercial division, think about how much revenue they generated, if they generated more than the last edition and whether they cover the cost or made profit. UEFA competitions cost money and we do not make money out of them but they exist for reasons than other revenue generation.”*  
(Markos).

According to the interviewees, evaluation through stakeholders’ survey takes place through the different organisational departments where specific questions are focused on individual topics and to specific stakeholders. This interaction is very creative and useful for the event organisation because the results from these surveys constitute an important knowledge resource which supports the decision making process. As Dragan explained:

*“We measure that with very specific questions in the different areas of the organisation of an event.”* (Dragan).

Some interviewees additionally emphasised that this process of evaluation from all organisational departments using specific indicators for all stakeholders, provided the organisers the capability to follow a very strict and careful analysis with all interested parties collecting significant information which they use in order to improve their organisational process.

*“This is measured by constant reporting and debriefing that we do after every major event. We actually take this fan survey that we carry out as a base but we also have an assessment form that we give out to the local organising committee which is our external partner from the host city or the host country.”* (Dragan).

Another significant indicator of a successful sporting event is, according to the interviewees, the organisational committee evaluation for all the people that contributed to the event organisation. The participation of the people from all organisational areas for a cross check analysis can ensure integrity, validity and completeness. This way significant information is collected with which to build a very stable framework that can help the organisers to organise a successful sporting event. As Dragan said:

“... a very basic and more extended framework of the key points to take into consideration to assess the success of an event based on all the different aspects of a sport event.” (Dragan).

The evaluation of the sponsors’ opinion constituted another indicator which the interviewees considered to be providing them significant information for particular issues of the sporting event. The sponsors’ opinion as an indicator can provide a wide range of useful observations that, after analysis, gave the organisers guidelines according to how they will plan the sponsors’ programme to ensure the sporting event to be successful.

“We get feedback by sponsors do they have a pleasant experience do they fell their investment is rewarded, for TV to have the right conditions, do they get the audio that they want.” (Daniel).

The sporting facilities and infrastructures constituted an indicator that provided info about their functionality during the sporting event. The amenities and the safety that the stadia provide, and how these are offered to the participants, also gives useful information to the organisers to become more efficient.

“But is also to understand whether we put an offer in terms of content is good whether an easy way to the stadium and once at the stadium which kind of experience they had.” (Dragan).

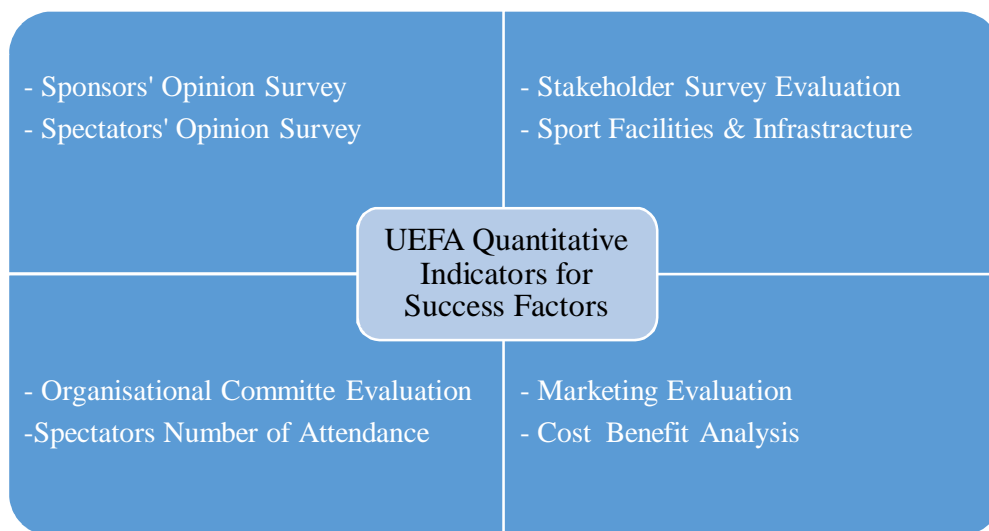


Figure 31. UEFA Quantitative Indicators for Success Factors

### 11.5 Summary

In this chapter the success factors and their indicators were presented that, according to the interviewees, can influence the effectiveness of a sporting event. The interviewees provided a distinction between the qualitative and quantitative indicators which the event organisers take into consideration in order to evaluate the rate of accomplishment and fulfilment of their goals. The interviewees believed that athletes and teams, media, spectators, public, organisational, credibility of competition, stakeholders and safety constituted a mixture of factors which could influence the success of the event under specific circumstances. This framework of the success factors is directly connected to a framework of indicators that are divided in two main categories; the quantitative and qualitative evaluation of the characteristics of every success factor. Through this categorisation the interviewees identified the level of accomplishment and achievement that the organisational committee set out at the beginning.

Qualitative Success Indicators	UEFA Success Factors	Quantitative Success Indicators
Sport Facilities Quality	Athletes	Organisational Committee
Public Opinion	Media	Spectators Number
Spectators Opinions	Public	Sport Facility Parameters
Media Opinion	Credibility	Sponsors Opinions
TV Viewers Opinion	Organisation	Spectators Opinions
Security & Safety	Safety	Stakeholders Survey
Athletes & Teams	Stakeholders	Marketing Evaluation
Infrastructure Quality	TV Viewers	Cost Benefit Analysis
	Volunteers	

Figure 32. UEFA Success Factors and Quantitative & Qualitative Indicators

## **11.6 Critical Success Factors of the Sporting Event**

### 11.6.1 Introduction

In this section of the study, the Critical Success Factors (CSFs) are presented according to the UEFA sporting event interviewees. The CSFs are identified in a few key areas of activities and operations in which favorable results must be satisfactory in order to ensure that the event organisation will reach successfully its goals.

Eight critical areas have been used in order to identify the critical success factors according to the interviewees' observations. In these crucial areas all the relevant specific factors are collected along with the operations that require special attention from the event organisers in order to organise a successful sporting event.

The CSFs are categorised in eight main areas as you can see in the Table 5 and the Figure 8 to Communication – Government & Public Support – Financial – Organisational – Sporting Community – Stakeholders – Technical – Technological.

## **11.7 Definition of Critical Success Factors (UEFA)**

The CSFs were defined by the interviewees as the essential factors that ultimately drive the organisation to successfully accomplish every important task using a detailed and measurable framework. As the interviewees stated:

*“For me a critical success factor is a factor or an activity that is essential to the success of an organisation or a company. It is what ultimately drives the company and should be associated as much as possible to a measurable goal.” (Dragan).*

*“.....each factor that constitutes the cornerstone for every task that is important for the successful organization.” (Mark).*

*“The critical success factors for me, is to try to achieve the best possible, having positive feedback or no criticism. This is how I would describe it.” (Michael).*

*“The detailed plan and how people understand their responsibilities.” (Daniel).*



## **11.8 Critical Success Factors Areas**

### 11.8.1 Communication CSFs

Effective interdepartmental communication and co-operation in the sporting organisation is a critical success factor, according to some interviewees. The development of a framework with the necessary information every department must have in order for communication to be clear, precise and timely, can ensure good cooperation. The good planning of information flow between departments, following standard operational procedures, minimises the weaknesses of the constant changes that occurs to the organisers every year. The lack of effective and accurate interdepartmental communication can directly influence organisational reliability and have strategic consequences for the sporting event organisation.

*“...Needs effective communication and for everybody to be working towards the same goal and these are key factors that my event staff colleagues should have.”*  
(Markos).

*“The process on which we worked last year may not work the next year so you have to be, you have to have a base on organisation, the proper planning, the structure. There are expectations on professionalism that you try to share that with the new cities. Because the local organising committee are changing every year, I have to adapt to what local organisers do.”* (Daniel).

Some of the interviewees pointed out that an effective communication plan with sponsors is a critical success factor. The interviewees believed that sponsors, apart from the financial support they provide, also play a significant role in order to maximise the exposure of the sporting event. This dual relationship between organisers and sponsors demands the existence of a stable and precise communication plan which on one hand attracts people to try sponsors' products, and on the other hand motivates people to attend the sporting event. The lack or the limited application of an effective communication plan could create organisational gaps which may result in negative results for the sponsors of the event but also for the future development and existence, of the sporting event.

*“I think that critical success factors at UEFA are varying so if you take the sponsors and commercial partners it is going to be more a matter of factors which are giving the maximum exposure for the event.”* (Dragan).

A sporting values' promotion plan is another critical success factor which is very crucial, according to interviewees, because it transfers the message of the values that each sporting

event embodies. For the interviewees this was the critical the reason why sporting events try to have the highest possible financial profit and why the events' organisation want to support the sports values such as solidarity for the grassroots groups. This plan for promotion of values is critical because it provides information for the significant reason that the sporting event is organised, presenting the added value that the event offers to the society. The lack of such a value promotion plan may give rise to questions about non-profit organisations making profit, which will be in contradiction with the organisation's values and, by extension, with society.

*“It is clear that what we do as an organisation is based on solidarity. This means that money that is generated by the top competitions basically feed back into the entire system for it to keep growing. It is basic, it is a parameter that money always has to go back to the groups.” (Dragan).*

Some interviewees stated that an effective TV viewer's promotional plan is a critical success factor because it acts as a tool to attract a larger audience and more sponsors. This planned effort also helps the sporting event build a positive image, generating a strong brand name in the mind of people and this is something that is critical for a sporting event. The lack of such a promotional plan may negatively influence the progress and development of the organisational structure of the sporting event.

*“Clearly the audience also watching our competition on TV is a critical factor.” (Michael).*

*“However it does because if you build on a long term basis and that for example you collect very high value footage, artifacts, a pool of ambassadors, people that talk about the game, then ultimately you can be able to use that content and material for the use of TV promotions for example, for the use of commercial partner's activation.” (Dragan).*

Some of the interviewees believed that an effective communication plan for the spectators constituted a significant critical success factor because it provided specific information about the experience of the sporting event. The aim is to motivate and inform as many people to come to the football event. The lack of such a plan may create an information gap that will influence both the short and long term the development of the sporting event.

*“There is the success when, we manage to get as many people on board and let them experience football. For us success is also if we have positive feedback and read in newspaper that UEFA managed to organize a, football festival a non-sportive events' for the local community, for the fans and which brings UEFA close to the fans. So this is also important for us.” (Michael).*

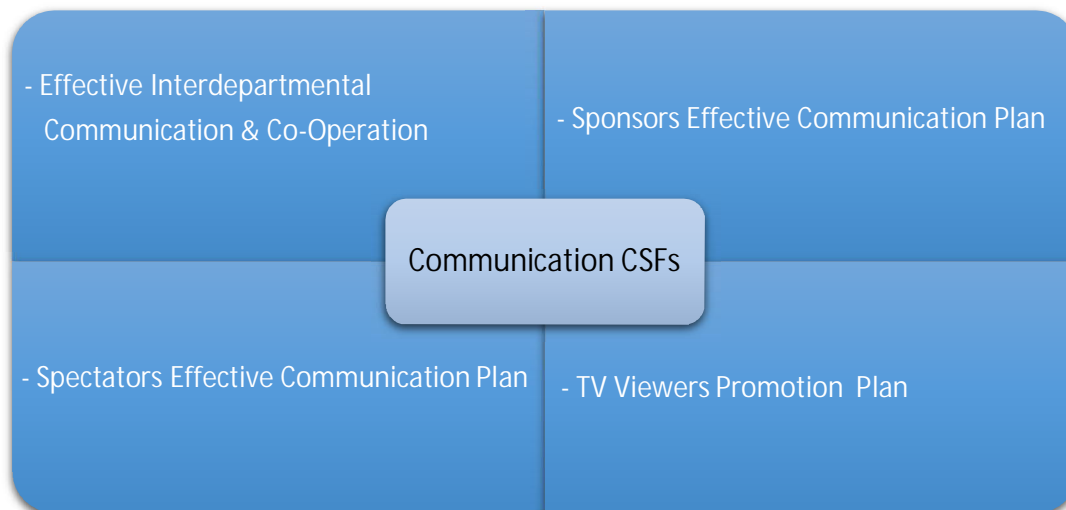


Figure 33. UEFA Communication CSFs

### 11.8.2 Government and Public Support CSFs

The effective transition from an international organisational perspective to a local organisational perspective, takes into consideration the specific characteristics of the particular city. According to some interviewees this is a complicated approach that requires governmental support and public acceptance. Governmental support will help the sporting event organisers prepare the host city for a massive and demanding sporting event, and the public support will help the event organisers to create a friendly and welcoming environment. In order to promote close collaboration Governmental policy must be flexible with regards to International sporting bodies in order to recognise and implement all necessary actions in the new organisational environment while respecting the public perceptions and needs at the same time. As Dragan stated:

*“Another one critical success factor is the host city, so anything that has do with making sure that the city is well integrated in everything we do.” (Dragan).*

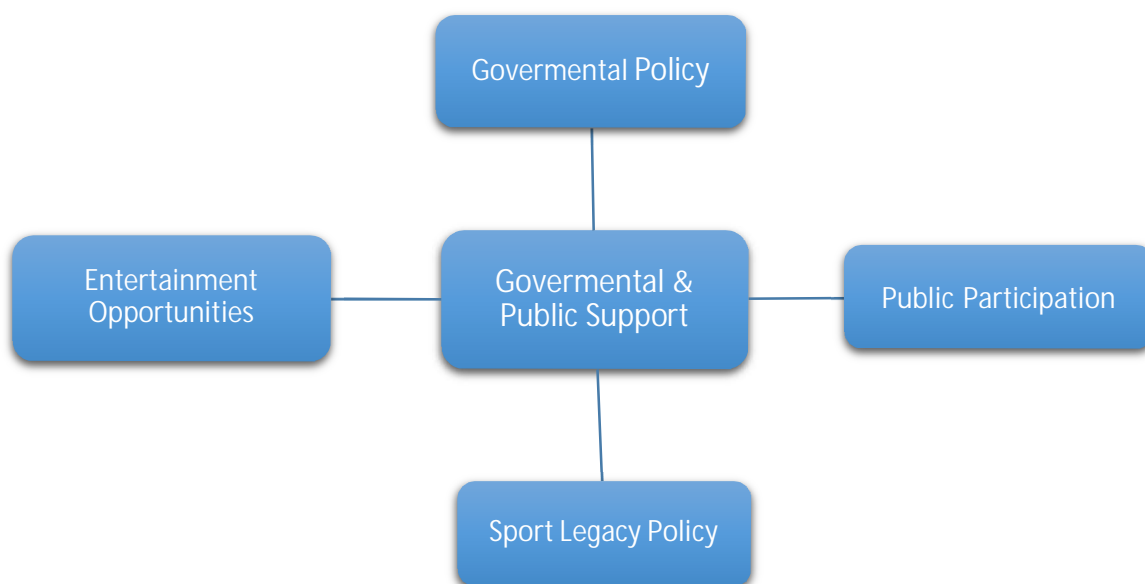
According to some interviewees it is important to ensure governmental and public support and that the public understand and accept the importance of the sporting event to provide a very clear and precise plan about the sporting legacy that the organisers anticipate after the event. The sporting legacy constituted a critical success factor because through an effective plan they anticipate encouraging more people to play football by financially supporting all the necessary conditions that are needed in order for people to find a suitable environment in which to play football.

*“It is basic, it's a parameter that money always has to go back to the groups to make sure that in the future generations there will still be for example six millions regular*

*football players in Germany, two and half million in France, this makes football the most popular sport in the world.” (Dragan).*

The entertainment options that the spectators, fans, and city residents have access to constituted, for some interviewees, a critical factor for the success of the event. Providing a range of entertainment alternatives around the sporting event strengthens the intention of people to participate and increases interest in the event. According to the interviewees, sporting events must not only cover the perspectives of the people that like to see football but also take into consideration the need of a large proportion of the population to enrich their experience during the sporting event with more activities. This approach constituted a major challenge for the event organisers because it is necessary to have a broader approach for the sporting event including actions that are away from the core vicinity of sport.

*“Again we may invest a lot in football festivals or fun parks that will ultimately create brilliant experience for a number of fans and for this investment we will ultimately put quite some of resources in that but it won't have a direct impact on the economy.” (Dragan).*



*Figure 34. UEFA Governmental and Public Support Critical Success Factors*

### 11.8.3 Financial Critical Success Factors

Financial resources are called upon to play a very crucial role for the sporting event organisation, according to some interviewees. Financial resources are needed because they

provide all the necessary means for the event to meet its objectives but more significantly to achieve the continuing development and sustainability of the event in the future. The adequacy of financial resources is a very critical success factor for the sporting event organisation because it helps the organisers to ensure the long-term financial stability and cash flow that supports all the activities of the event organisation. The interviewees believed that ensuring a balanced budget from the initial step of the sporting event to the end could make sure it is financially viable. The lack of financial resources accordingly will have unpredictable implications for the continuation of the event with the same structure.

*“... the economics are fundamental, you know we wouldn't survive if our competition was not successful.” (Dragan).*

*“..... set the budget at the beginning of the season for the running of the season. We set the budget for the organization of the final and as long as we keep within budget we are happy.” (Michael).*

The balance between covering the financial needs of the sporting event and the implementation of the organisational vision and mission recognises the financial incomes only as a vehicle that could support the sporting event organisation. The reciprocal benefits from financial income are extremely important and very critical for the success of the sporting event because they are used in order to provide support for the future organisational improvement and development of the sport. The efforts of the sporting event organisation are to increase its income in order to become profitable to provide more benefits to their members. The lack of a clear financial reciprocity for the development of the sport will be in contrast to the mission and vision of the sporting event organisation and this will negatively influence the organisation of the event.

*“We as UEFA - are not driven by the economics success. For us it is important that we host a final or a match that it is run well, that it is run professionally and for us it is not the economic impact, this is really very low on the scale of importance for us and therefore apart from the economic impact which is very little that we just keep to our project.” (Michael).*

In line with the above observation some others interviewees considered that:

*“...we are not directly a commercial driven company because we do not make money out of football, all we do is centralize everything for the good of the games for some of the small parts.” (Dragan).*

Complementing the above observation Dragan stated that:

*“That means that the money that is generated by the top competitions basically feeds back into the entire system for it to keep growing.” (Dragan).*

Effective sponsors’ support constituted another critical success factor that directly influenced the sporting event organisation. The sponsors are the key financial backers of the sporting events and their participation can ensure the smooth continuation and development of the events. Some interviewees believed that the sponsors’ support plays a catalytic role regarding the organisational magnitude that the sporting event will reach in the future. The interviewees believed that there is a mutually beneficial relationship between the sporting event organisation and its sponsors. The sponsors and the sporting event organisation, according to the interviewees, aimed to build long term perspectives based on mutual understanding where the event organisation understand the needs and the goals of each sponsor, but at the same time the sponsors respect the values and the mission that sporting event plays.

*“....the sponsors and commercial partners are going to be more a matter of factors which are giving the maximum exposure for the event, it is clear.” (Dragan).*

In line with the above observation some of the interviewees considered that:

*“Some people or companies participate in sport only for money. They are interested only in the income. Sport without income is for them something without interest.” (Michael).*

Following the same observation other interviewees stated that:

*“If I think like my Boss is thinking, sale marketing, indirect marketing but those guys they have guests, now those guests are indirectly responsible for enormous revenues.” (Michael).*

According to some interviewees the spectators’ financial plan is a critical success factor because it is important to take into account the financial potential of the spectators. The spectators’ expenses of buying tickets or services for the sporting event, is directly connected with their decision to participate in the event. The interviewees stated that this is very crucial because the sporting event organisers’ aim is to follow a financial policy for the spectators that will attract as many as possible to the sporting events. They therefore pay close attention to ensure that the price policy will motivate people to participate and will not create an obstacle to their attendance.

*“..... If there was not a high such demand people could say well ok stadium is full, everyone had a great time, it is successful. And we could have generated a huge amount of money but have half of the stadium full at Champion League Final, then Euro would be a disaster, even if we made a lot of money.” (Markos).*

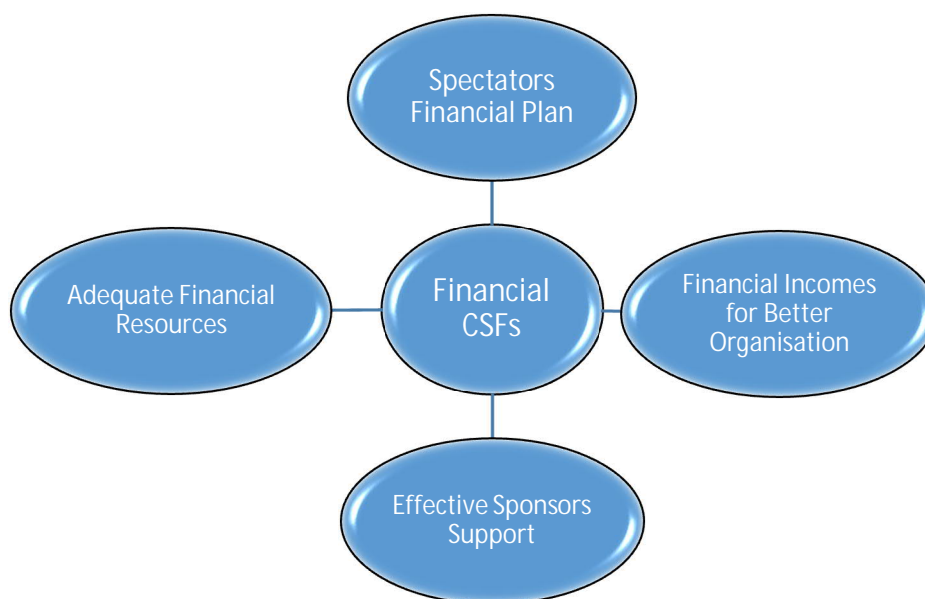


Figure 35. UEFA Financial Critical Success Factors

#### 11.8.4 Organisational Critical Success Factors

The organisational critical success factors provide for all the aspects of the sporting event which are the most important for the success of the event. According to the interviewees knowledgeable staff constituted a significant critical success factor because they can ensure the efficiency and effectiveness for each department of the sporting event organisation. For some interviewees, a knowledgeable staff is necessary because their knowledge, skills and experience can play a central role by using their ability to operate and successfully develop each task and action for each department. The lack of knowledgeable staff can develop into a great risk for the sporting event organisation because the capabilities to build a strong knowledge network are restricted or minimised and the level of the successful plan implementation is decreased.

*“Knowledgeable staff in every level so from event staff to policy, local authorities, the transport, and transport infrastructure all of these people in every level you need a good level of knowledge, you need good will.” (Markos).*

In line with this context some interviewee’s stated that:

*“I want to be able to get to the event, I want somebody to take the fear out and the uncertainty, good signage, I want to be politely death with, I don't want conflicting advice, I mean, if I ask one steward or one policeman or whoever which direction*

*should I be going, I want to make sure there will all be the same, it should be consistent.” (Markos).*

The effective management of the organisational committee constituted another critical success factor, according to some interviewees, that helps the organisers to ensure that the event will follow the management principles and will provide professional services in all organisational aspects. According to the interviewees, the effective organisational management of the committee ensures that everything is clear, accurate, and precise providing specific guidelines for each department that must be followed from all staff to discern responsibilities and hierarchical order. Effective management demands the organisational committee analyse and understand the characteristics of the environment of every sporting event, and demonstrate respect to the roles, the directions, and the organisational policies and boundaries that will be set by the members of the organisational committee. Effective management demands quick adaptation to the new environment in order to achieve the objectives, following flexible policies and procedures for the people in order for them to be compatible with their level of abilities and organisational culture.

*“For us it is important that we host a final or a match that it is run well, that it is run professionally.” (Michael).*

With the above observation other interviewees stated that:

*“...Happy in a way that the organisation is going well, they've got their hotel, that they can train, that the pitch is good, that they are satisfied with the conditions because we are talking about the world class event or the best clubs' competition all around the World so all the ingredients need to be perfect.” (Michael).*

Following the above context others continued stating that:

*“...I think that for us, as the sporting organisation, this is always going to be at the top of our agenda.” (Dragan).*

An operational effective plan constituted, for the interviewees, a significant critical success factor because such a plan will help them to classify every action to be taken by the people that participate in the event, following both precise guidelines and timeframes. The operational plan can ensure that there are appropriate systems and structures in place to manage people in order to operate in a strictly organisational framework and not leave gaps in the event organisation. The operational plan is very crucial for the sporting event organisation because it gives the organisers the opportunity to unify the overall organisation in order to ensure continuity of the tasks and objectives' accomplished by different departments, and this significantly influences the sporting event.



*“The constant improvement of the way we deliver the event, as well as making sure the infrastructures for the fans for anybody in association with the event, the media, they have the best possible facilities, the best possible access, and the best possible infrastructures to work and operate, that is from an operational point of view.” (Dragan).*

In line with the same observation some interviewees’ stated:

*“The organizational plan and the people that will apply it are the most important critical success factors for me.” (Mark).*

Another critical success factor for the interviewees is the effective management of security and safety issues which must take into consideration very specific and careful planning in order to cover all the unique characteristics of the sporting event. The interviewees believed that security and safety is a high-priority for the sporting event organisation because organisers are responsible for managing huge numbers of spectators. As the interviewees’ stated, crowd control and venues’ safety and security demand the coordination and cooperation of different organisational departments and they must pay particular attention to ensure that they have taken into consideration all the appropriate measures for a safe and secure sporting event.

*“It is security and safety. Ultimately when you have seventy thousand people in the stadium, if this goes wrong it is catastrophic and therefore anything else that we try to build, all the other critical success factors will count less.” (Dragan).*

With the above observation other interviewees’ stated:

*“The only thing which has never been compromised in terms of an area or stakeholders, is the safety and security of the people.” (Daniel).*

The dependability of all stakeholders’ expectations follows the objectives of the organisational committee and shows the level of the organisation. According to some interviewees, it is extremely important to be consistent with what has been promised for every aspect of the sporting event because this will support their efforts for the development of the event and also for the improvement of the organisational process. The lack of dependability will be catastrophic for the sporting event because stakeholders will be unwilling to participate further in an event in which they do not know what to anticipate.

*“.....making sure the infrastructures for the fans for anybody in association with the event, the media, have the best possible facilities, the best possible access, and the best possible infrastructures to work and operate.” (Dragan).*

The evaluation plan is another critical success factor which according to the interviewees is based on the control of the successful fulfilment of goals and objectives that the event

organisers have set from the initial organisational phase. Some of the interviewees' stated that this is extremely significant because it gives the organisers the opportunity to use the data of evaluation in order to improve their organisational process, and help them to take the most appropriate decisions in order to achieve the events goals. The evaluation plan is used as a tool in order to receive as much information as possible from all stakeholders and afterwards to evaluate the level of accomplishment is acceptable from both the organisers and the stakeholders. The evaluation plan can identify the organisational committee and stakeholders' expectations, building a relation which is based on mutual interest and respect, generating a knowledge database from past events which is used for continuing improvement of sporting event organisation. The lack of an evaluation plan will generate an information gap between the resources and the accomplishment of the sporting event objectives and how stakeholders regard them. This will drive the organisers to follow more intuitive management practices which have high risks and create unsure implementation effectiveness.

*"... this is measured by constant reporting and debriefing that we do after every major event, hereby we actually take this fan survey that we carry out as a base but we also have an assessment form that we give out to the local organizing committee which is our extensional partner from the city or the country point of view." (Dragan).*

In lines with the same context, Dragan stated that:

*"For me it is one way to measure that we are on top, the way to measure that again will be using the fan is surveys, to record the customers afterwards, the visitors and to ask them how their experience was at the event." (Dragan).*

The evaluation plan as the interviewees' stated is used in order to analyse and evaluate very detailed organisational aspects of the sporting event through the elaboration of information received from the stakeholders. This process could ensure how well the intended plans are executed from each organisational department that has collected specific information from different resources. Accurately analysing and evaluating individual organisational issues for the sporting event can develop a comprehensive and grounded image in order to improve the organisational plan for future sporting events. The lack of a detailed approach may in the future very negatively influence the qualitative improvement of the sporting event and consequently persuade a wide range of stakeholders to not participate again.

*"...the fans for example ..... we have got a company with who do research and say how happy you were with transport, how happy were you with the signage, how happy you were with the tickets with your location and so on. How happy or satisfied the pre match ceremony with the atmosphere in the stadium and so on." (Michael).*

Following the same observation, some interviewees continued and stated that the in-depth evaluation constitutes for them a worthwhile resource which gives the organisers reliable information about how well they planned the sporting event. Also, as some interviewees considered, the evaluation plan is used as a starting point for better organisational practises for future sporting events, because all this information from the different stakeholders is used to judge the effectiveness of the event. The lack of such an approach will create an organisational grey area and will produce unpredictable consequences for the future improvement of the sporting event.

*“I would judge things on the behaviour of the fans around me and whether they would be disrespectful or whether they were drunk or violent, whether the public transport was efficient or inefficient, whether the locals were hospitable and helpful and welcoming or not.” (Markos).*

An effective entertainment plan is another critical success factor, which for some interviewees was very crucial. These parallel actions must be very well planned and also cover a rich and wide range of possibilities in order to satisfy as many stakeholders as possible. The interviewees approached the sporting event not only with the sporting interest that it generates but also as a cultural event that also includes sport. This perception further expands the opportunities of the sporting event in order to attract more interest from people and the stakeholders, and this is something that provides more value. The lack of an entertainment plan will reduce the possibility for something different and better whilst the opportunity to open the doors to a population, for whom sporting events are not a priority, will have been lost.

*“Let's say football festival or football events, you know like non-sportive events for the local community, for the fans and which brings UEFA close to the fans.” (Michael).*

Some of the interviewees believed that an effective legacy plan constituted a very significant critical success factor; because it supports the event organisers to approach the event beyond the limited time in which the event will take place. They also believed a legacy plan is important because it gives the organisers the opportunity to focus on many organisational aspects which will ensure that the role of the sporting event can be much broader for many areas of society. Some of the interviewees considered the legacy plan as a road map for continuing improvement and development which starts before the sporting event and continues many years after the event, in many social, sporting and financial areas. Thus building a framework that is concentrated on ensuring the long-term causative benefit of the event for both sport and society. The lack of a legacy plan may raise retorts from the community if the sporting event

organisation has not made clear or has not properly informed, in convincing way, the role that a sporting event can play for society.

*“All we do is we centralize everything for the good of the games for some of the small parts.” (Dragan).*

Some of the interviewees stated that one of the main long-lasting legacy effects is to develop a creative and safe environment in which as many children as possible can find the best conditions to play football. This measurable legacy effect of the sporting event that is focused to motivate people to play sport, but especially to motivate children to play football, is one of the most critical aspects that the organisers of the sporting event need to handle. The connection and the creation of a strong grassroots framework which will be linked to the high level competition constituted, for the interviewees one of the most tangible legacy aims. The lack of legacy aims that could emerge in the multiphase role that the sporting event influences different parts of the community will isolate the sporting event from society creating a cycle closed to interested people.

Some of the interviewees' stated that the grassroots development plan and programmes is an extremely critical success factor, because this constituted the main goal of the sporting event and organisation to motivate children through the high competition level of sport. The interviewees believed that the sporting event makes a positive contribution so that the sporting organisation may develop a wide and stable base for the grassroots programs. For them, it is important that these programs be well planned and organised with a long term view in order to provide all the necessary conditions, especially for children to play football. The lack of such programs will create a huge gap concerning the opportunities for children to play in a free, safe and secure sporting environment. As a result, the number of children that play football will be reduced and this will be an unfavourable evolution for the future of football.

*“For us as sport organization football first is sport; we try to increase and improve the sport, we want to see more children play football.” (Mark).*



Figure 36. UEFA Organisational Critical Success Factors

It is based on realistic, tangible, and achievable goals that must be reached so as to achieve its objectives. The operational plan is to coordinate the efforts of all phases of the organisation toward achieving its goals.

#### 11.8.5 Sporting Community Critical Success Factors

The role that the sporting community is called upon to play during the event organisation is crucial because it constitutes the driving force of the sporting event and the focal point on which an organisation tries to ensure a competitive, interesting, safe and secure environment that provides high standards for the main actors of the event. The athletes and the teams, according to some interviewees, constituted another crucial factor because each sporting event has been constructed, created, and finally it exists thanks to the athletes and teams. For these interviewees, the development of this necessity for sporting events changed many times over the years until they reached a high level of sporting event organisation, which is closely related with continuing qualitative development of athletes and clubs competition. This continuing interrelated relationship between athletes, teams and sporting events creates a demanding environment in which the event organisers are called upon to make every possible effort in order to cover each aspect and each detail that is necessary for the sporting event organisation. The interviewees believed that the athletes and the teams are critical success factors because the lack of these two ingredients automatically restrict, if not preclude the possibility for a sporting event organisation.

*“We are talking about the world class event or the best club competition all around the World so all the ingredients need to be perfect.” (Michael).*

The national sporting federations ensure that through their actions, practice, and activities they manage and monitor all aspects of the sport so as to connect the national and the international sporting world. The role of every sporting federation in creating the necessary conditions that are compatible with international standards constitutes a very significant responsibility for the National federations especially when it comes to organising a sporting event. The lack of participation or contribution or even the elimination of the contribution of the national federations could lead to catastrophic results or even to the cancelation of the sporting event.

*“They will always rate at the very top. It is purely because in the hierarchy of critical success factors, to be legitimate as a governing body of football we almost couldn’t do all .....cause if we were to put all commercial aspect first, then our members, the fifty three national associations, this is ultimately what we are, cannot recognize themselves. It is clear that what we do as an organization is based on solidarity.” (Dragan).*

The role that international sporting federations are called upon to play during the sporting event is extremely significant, according to some interviewees. This perception considers that the management model which is used by the International sporting federations follows a growing transnational collaboration and interdependence in order to ensure the smooth and precise communication between Member States for an effective and efficient operation for their common sporting events. The transfer of know-how from an international level to the National federations and the management principles that are demanded by the international level, require a very careful approach so that all organisational actions are compatible with the opportunities that the country has to organise a successful sporting event. The lack of such an approach from the International federation would create a huge organisational gap amongst federations from different countries that will have a direct impact on the existence of the sporting event with the high organisational standards set out by the International federation.

*“UEFA as organization and our particular status is quite unique because we in European environment we still have the opportunity to bring all the actors together under the same roof in the house of the European football.” (Dragan).*

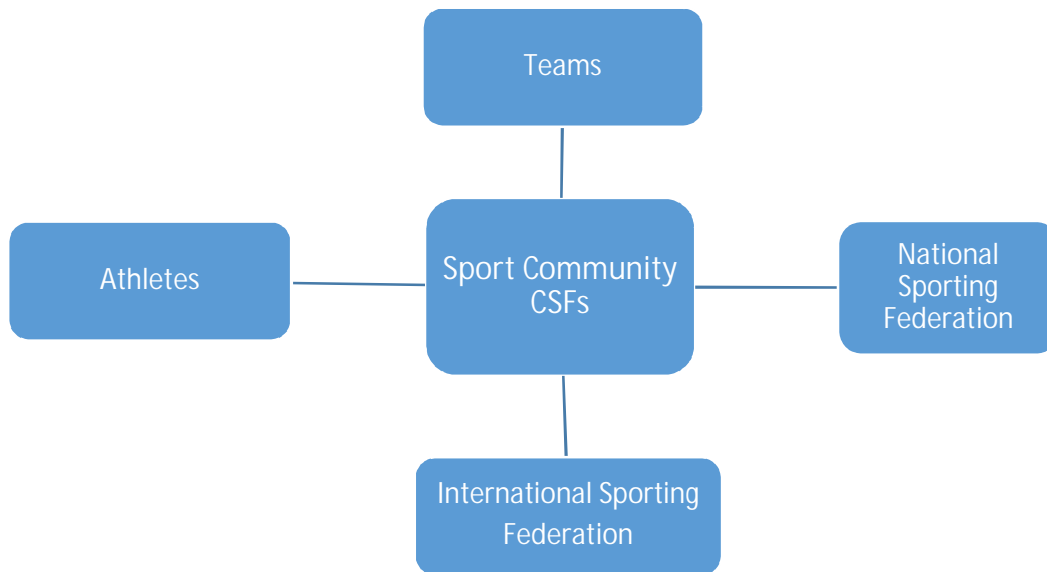


Figure 37. UEFA Sporting Community Critical Success Factors

#### 11.8.6 Stakeholders Critical Success Factors

The sporting event takes place across many areas as internal to the sporting event and as external in the society that many stakeholders are needed to be related to so that the event can be successful. Every involved stakeholder can positively or negatively influence the event organisation if the sporting event conditions are poorly organised. The understanding of the stakeholders' participation is crucial for the success of the sporting event, and will help the event organisers to approach them; taking into account their specific needs and features that could influence their efficient and effective participation in the sporting event, ensuring the sustainability of the sporting event at the same time.

The interviewees stated that it is extremely important to take into consideration the perception and the needs of every stakeholder because it will help the organisers improve their organisational level in order to provide the best possible environment for all stakeholders. The interviewees recognised the necessity of the event organisers understanding the specific interest of every stakeholder, from their participation in the sporting event so as to ensure that every stakeholder finds all these elements that are critical for them during their participation. The stakeholders' perception is critical in order to be used as a tool to help the organisers to collect opinions, ideas, and proposals for many organisational areas in order to create a more effective and efficient plan for every separate stakeholder. The lack of such an approach could create great challenges for the event organisation because the organisers will act without having this information from stakeholders who are directly affected by the organisers' decisions and plans.

This could drive future depreciation of the sporting event because the organisers would not have taken all the necessary measures in collecting and evaluating information from all the stakeholders which will help with future development.

*“Every stakeholder has his interest and wants a lot. I want to maximize my interest and my participation in the events.” (Daniel).*

In line with the above observation some interviewees’ stated:

*“Each stakeholder has different critical success factors.” (Mark).*

Athletes and teams are, for the interviewees’, fundamental factors which directly influence the success of the sporting event and therefore it is important for the event organisers to take their needs and issues into consideration during the sporting event. The interviewees believed that because the teams and athletes are both directly and indirectly affected by the decisions, efforts, and actions of the organisation, through a wide spectrum of organisational areas like transportation, hospitality, sporting facilities, security, their opinions and perceptions must have a special weight for the organisers. The lack of athletes and teams means the lack of interest in the sport with the format that it has now, so by extension this evolution will negatively influence the sporting events.

*“So the teams have their maximum success factors such as best facilities, privacy, good pitch, good dressing, nobody bothers them, they can just play.” (Daniel).*

Other interviewees continuing the same observation stated:

*“The sporting parameters need to be perfect and they need to be the hotel, they need to be let in peace, they need to have all the peace they need to organize themselves, to train properly.” (Markos).*

The spectators’ participation constituted, for some interviewees, another critical success factor that could directly or indirectly influence, in the short or long-term, the sporting event. The spectators, through their participation and support, influence all the organisational frameworks from the athletes to the sponsors and from the international to the local community. According to the interviewees, the organisers must approach the spectators’ needs and perspectives with a high degree of attention in order to provide an environment which can provide all the necessary elements for them to be satisfied during their attendance. Because the spectators represent a main part of each sporting event, the organisers, according to the interviewees, must ensure they respect all the different steps that the spectators follow from decision making, to attending, to transportation, safety, and services of the sporting facility. The lack of such detailed analysis may lead to frustration and disappointment of spectators with negative results for the future development of the sporting event because, for example, an empty stadium is



hardly sustainable.

*“What we call the critical success factor which is the satisfaction of the fans.”  
(Dragan).*

In continuation with the same line, some of the interviewees’ stated:

*“from an attending point of view, was it safe, was it easy to get in, easy to get out but if this is my event and I am the event manager and the stadium is half empty then that's a problem.” (Markos).*

Public participation and satisfaction is also a critical success factor because, according to some interviewees, the sporting event is not isolated inside the sporting facility area, but it is equally important that people who will not attend the sporting event in the stadium, will see the same images and feel the same emotions via television. This involvement constitutes an extra power of the sporting event which event organisers can use in order to improve their future organisation. On the other hand, the lack of public participation and satisfaction could create a negative perception of the sporting event that may influence the future willingness of sporting federations or countries to host international sporting events.

*“.....the fans the neutral fans the local community, we bring them close to our competition and we let them enjoy the competition even if they are not in the stadium.”  
(Michael).*

The sponsors’ participation is another critical success factor, according to the interviewees, which has a multifaceted influence on the sporting event organisation, because of the financial feasibility of sporting events that are closely related with the sponsors’ profile. The needs and desires of the sponsors constituted a main aspect for the sporting event organisers in order to attract the best sponsors. The interviewees believed that the organisers have to create an attractive environment in which they will be sure to receive certain benefits, providing them an added value. The visibility of the sponsors throughout the sporting event is a process that the event organisers must guarantee in order to attract the sponsors’ interest in participating. The lack of sponsors’ participation will be a shock for the sporting event and will create challenging situations for not only financial reasons but also affecting the prestige of the event.

*“They try to grow the business to associate with us to grow their brand and their brand awareness.” (Dragan).*

The participation of the media is, for some interviewees, a critical success factor which due to its specific character provides the opportunity through mass communication channels to promote actions and support socialisation through sport providing standards and values. According to some interviewees, the interaction between sport and the media is used as a tool

for development, improvement, and endorsement of the sporting event during their efforts to attract the interest of people and companies. The media provides the opportunity to event organisers to present and promote their organisational level to a broad audience. The sporting event would cease to exist in its current form without media participation. The sporting event and the media have a dynamic interacting relationship through which they ensure mutual benefit for their future development.

*“We need to make sure that they are happy with the way we are going to be interacting with them and so on.” (Dragan).*

They also believed that:

*“..as well as making sure the infrastructures for the media...they have the best possible facilities, the best possible access, and the best possible infrastructures to work and operate.” (Dragan).*

The organisational committee and its effective approach to all organisational levels constituted other critical success factors. According to some interviewees', it is important to have committees composed of people who can work effectively together. The well-defined objectives from the organisational committee can develop a creative environment in which all the participants work together efficiently and effectively. The lack of a well-planned and scheduled organisational committee can be fatal for the future of the sporting event, because it would be impossible to follow the principles that are required in order for the sporting event to be effectively managed.

*“...to organise Champions' League Final in different European cities, if you are able to master that then you have the key ingredients of making the people work together and when you have a positive attitude in your team, then all the other staff forces to place, economic, balancing the project, managing, expectations, resolving conflicts because you create a natural respect and natural confidence with the local organizers, the marketing agencies and UEFA.” (Daniel).*



Figure 4. 3. 3. 18. UEFA Stakeholders Critical Success Factors

#### 11.8.7 Technical Critical Success Factors

The size of the sporting facilities and infrastructure constituted, for some interviewees, a critical success factor because the needs and the standards that each sporting event has set are extremely high. The sporting facilities are used by different people with different needs and priorities which the sporting event organisers must have ensured to provide to all participants. It is very crucial, according to the interviewees, that sporting facilities and infrastructure be compatible and ready to satisfy the sporting events' priorities in order to be able to fulfil its requirements in a smooth and efficient manner. The sporting event cannot exist without compatible sporting facilities and other sporting infrastructure, as in this case it will destroy both the model of sport and sporting event organisation.

*“... mainly the stadium and everything around it which means training, so this is a very key success factor.” (Michael).*

Others continued in the same vein and stated:

*“It is the right facility, the appropriate facilities.” (Markos).*

The quality of the sporting facilities and infrastructure is, according to interviewees, a critical success factor whose main goal is to provide all necessary elements and help the event organisers build an effective and efficient framework in which all the stakeholders act and participate in safety and security. The interviewees stated that it is absolutely critical for the sporting event organisation to follow specific principles and standards that will meet the needs of a well organised sporting event because the quality of sporting facilities and infrastructure

could set the boundaries and the limits to which a sporting event may be planned. The existence of sporting facilities is not enough if they do not meet the quality standards and the organisational requirements in order for the sporting event organisation to secure the event will take place according to the initial schedule.

*“All the ingredients need to be perfect if there is no complaints, for the players or from the team or from technical staff.” (Michael).*

According to some interviewees, the international and national transportation network is a critical success factor, which is necessary for the stakeholders to have quick, accurate and safe access to each venue. The interviewees believed that it is absolutely necessary to have a reliable transportation network in the area where the sporting event will take place. The transportation lines must serve all the stakeholders without problems, barriers, or delays to approach each area of interest. This is a very crucial parameter for the sporting event because the lack of an accurate network will be catastrophic for the sporting event organisation. This is why it must constitute for the organisers a prerequisite for the decision making of a specific area.

*“The good transport and transport infrastructure.” (Markos).*

According to some interviewees, accommodation facilities are another crucial factor that is necessary for a sporting event organisation. The area that will host the sporting event must meet certain specifications as regards the hotels. The stakeholders that will decide to attend the sporting event must have the best accommodation facilities in order to enjoy their participation. The lack of a sufficient number of hotels of high quality may constitute a reason for this area to not take the opportunity to organise a sporting event.

*“...the organization is going well... they've got their hotel and they are satisfied with the conditions.” (Dragan).*

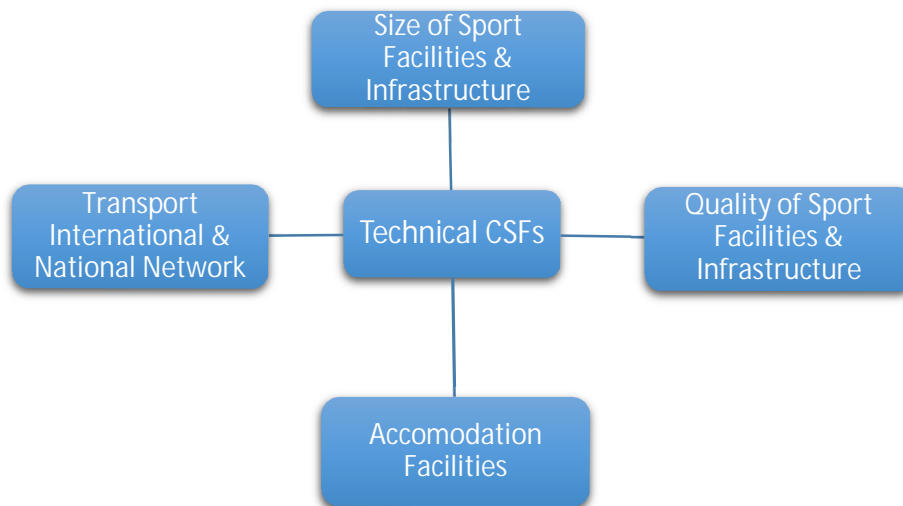


Figure 38. UEFA Technical Critical Success factors

#### 11.8.8 Technological Critical Success Factors

The rapid development of technology and the high level solutions that it provides to the sporting event organisation directly influences each aspect and action. Technology has changed a lot helping the organisers to be more efficient and effective. The interviewees understand and approach the sporting event as a system, and it is impossible to separate the technology from the sporting event.

Some of the interviewees considered that the appropriate hardware and software are required to build an organisational framework that will ensure that all conditions for all the stakeholders will be well planned and that the organisational committee will act effectively and efficiently. The interviewees considered it obvious that the sporting event organisers must have under their control all the appropriate technological equipment, accompanied with the up to date software and hardware in order to ensure that the sporting event organisation will be able to provide accurate, qualitative and safe services. The technological critical success factors are related to every element in the sporting event organisation and a potential limitation or removal from the sporting event organisation will be catastrophic for the future development of the event both from the organisational and the financial point of view.

*“...the media activities, press conferences, and mix zone and so on. And whether then he was able to do his job in the best possible way. That for us is incredibly important.”*  
(Dragan).

According to the interviewees', having skilled and experienced staff is another critical success factor because they believe that it is extremely important for the staff to be able to use all the necessary technology efficiently and effectively. Each task for each operation from each organisational area demands the staff to use or have basic knowledge of the technology in order to accomplish their responsibilities. Also having basic technological knowledge in relation with their experience can help the sporting event organisation to achieve its organisational objectives. Some of the interviewees believed that human resources that are involved in the sporting event are very crucial because they have a lot of possibilities to support any operation. The lack of people with knowledge and experience may create many problems during the event because the people will not have the opportunity to exactly follow all the guidelines that are required by the organisational committee.

*“... Knowledgeable staff in every level, from event staff to policy... all these people in every level need a good level of knowledge, for everybody to be working towards the same goal.” (Markos).*

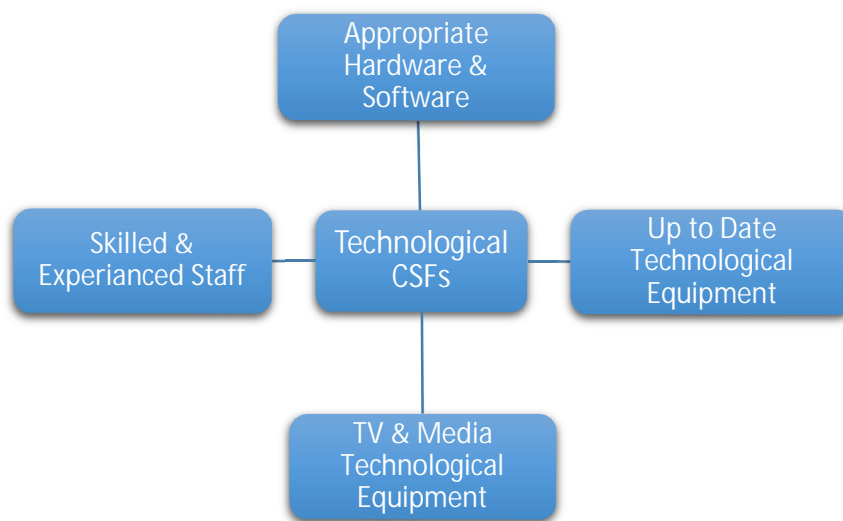


Figure 39. UEFA Technological Critical Success Factors

## **11.9 The Impact of Critical Success Fs on UEFA's Sporting Events**

The critical success factors can have a significant impact on success because through the organisational analysis they can provide the opportunity to consider the specific characteristics and conditions for each organisational level that will help the sporting event organisers arrange an efficient and effective event. The critical success factors, according to some interviewees, supported the event organisers to prepare the strategic plan, operate, evaluate, and finally to reschedule each organisational aspect during the organisational life cycle of the sporting event. Some of the interviewees believed that the critical success factors have the opportunity to improve, increase, change, and develop a new organisational approach for the sporting event which will support the event organisers to better map all the necessary effective and efficient organisational criteria from all levels of the sporting event.

*“These all elements that incredibly influence the event itself and the way it's actually shaped.” (Dragan).*

## **11.10 Case Study Summary and Discussion**

UEFA is an International sporting organisation whose vision is to improve, develop, and bring Football to as broad a population as possible. Sporting events are used as a platform for the promotion and development of football in Europe, supporting the National Federations to implement their values and objectives. The sporting event organisation committee judges the success of the event on four main components, which are separated in quantitative and qualitative success factors: athletes' and teams' satisfaction, the Medias' satisfaction, public satisfaction, and the combination of the stakeholders' satisfaction and the financial goals achievement and the credibility of the objectives that they have set, the TV viewers satisfaction and the volunteers satisfaction. The interviewees aimed to better understand the factors that influence success and tried to become more precise in identifying the critical success factors. The CSFs were categorised in eight main areas in which all the factors, that the interviewees considered as crucial for the event organisation, are identified. So they discerned the critical success factors to be Communication, Governmental & Public Support, Financial, Organisational, Sporting Community, Stakeholders, Technical and Technological. According to the interviewees, the critical success factors have a different importance for each stakeholder; therefore the main priority is to understand their expectations from their

participation in the sporting event. However, despite the different importance of every factor to the stakeholders, the event organisers considered that the above mentioned areas and the factors identified constituted a stable framework that influences all the participants of the sporting event.

Table 10. UEFA Success Factors of a Sporting Event

<b>SUCCESS FACTORS FOR UEFA’S SPORTING EVENTS</b>	
<b>Quantitative Success Factors</b>	<p><b>Quantitative Indicators</b></p> <ul style="list-style-type: none"> <li>- Sporting Facility &amp; Infrastructure size</li> <li>- Cost Benefit Analysis</li> <li>- Organisational Committee Evaluation</li> <li>- Spectators Number of Attendance</li> <li>- Stakeholders Survey Evaluation</li> <li>- Sponsors Opinion</li> <li>- Spectators Opinion</li> <li>- Marketing Evaluation</li> </ul>
<b>Qualitative Success Factors</b>	<p><b>Qualitative Indicators</b></p> <ul style="list-style-type: none"> <li>- Sporting Facilities &amp; Infrastructure Quality</li> <li>- Spectators Opinion Survey</li> <li>- Infrastructure Quality</li> <li>- Security &amp; Safety Level</li> <li>- Athletes &amp; Teams Survey Evaluation</li> <li>- Media Interest</li> <li>- Media Opinion</li> <li>- TV Viewers Opinion Survey</li> <li>- Public Opinion</li> </ul>
<b>CRITICAL SUCCESS FACTORS (CSFs) FOR UEFA’S SPORTING EVENTS</b>	
<b>Communication CSFs</b>	<ul style="list-style-type: none"> <li>- Effective Interdepartmental Communication &amp; Co-operation</li> <li>- Sponsors Effective Communication Plan</li> <li>- TV Viewers Promotion Plan</li> <li>- Spectators Effective Communication Plan</li> </ul>
<b>Governmental &amp; Public Support CSFs</b>	<ul style="list-style-type: none"> <li>- Governmental Policy</li> <li>- Sporting Legacy Policy</li> <li>- Public Participation</li> <li>- Entertainment Opportunities In &amp; Out of Sporting Facilities</li> </ul>
<b>Financial CSFs</b>	<ul style="list-style-type: none"> <li>- Effective Sponsors Support</li> <li>- Spectators Financial Plan</li> </ul>



	<ul style="list-style-type: none"> <li>- Adequate Financial Resources</li> <li>- Financial Incomes for Better Organisation</li> </ul>
<b>Sporting Community CSFs</b>	<ul style="list-style-type: none"> <li>- Athletes</li> <li>- Teams</li> <li>- National Sporting Federations</li> <li>- International Sporting Federations</li> </ul>
<b>Technical CSFs</b>	<ul style="list-style-type: none"> <li>- Size of Sporting Facilities &amp; Infrastructure</li> <li>- Quality of Sporting Facilities &amp; Infrastructure</li> <li>- Transport International &amp; National Network</li> <li>- Accommodation Facilities</li> </ul>
<b>Organisational CSFs</b>	<ul style="list-style-type: none"> <li>- Organisational Committee Effective Management</li> <li>- Legacy Effective Plan</li> <li>- Skilled and Sufficient Staffs</li> <li>- Reliability with all Stakeholders</li> <li>- Entertainment Effective Plan</li> <li>- Evaluation Plan for Sporting Event Organisation</li> <li>- Operational Effective Plan</li> <li>- Security and Safety Effective Management</li> </ul>
<b>Stakeholders CSFs</b>	<ul style="list-style-type: none"> <li>- Athletes Participation</li> <li>- Teams Participation</li> <li>- Spectators Participation</li> <li>- Sponsors Participation</li> <li>- Media Participation</li> <li>- Organisational Committee</li> <li>- Public Participation</li> </ul>
<b>Technological CSFs</b>	<ul style="list-style-type: none"> <li>- Up to Date Technological Equipment</li> <li>- Skilled and Experienced Staff</li> <li>- TV &amp; Media Technological Equipment</li> <li>- Appropriate Hardware &amp; Software</li> </ul>

## **12. Lausanne Triathlon Case Study**

### ***12.1 Introduction***

The following chapter presents the results of the research. The findings from each case study are considered and discussed, allowing common issues and themes to emerge.

### **Lausanne Triathlon**

#### ***12.2 Overview of the Organisation and Event***

The International Lausanne Triathlon is a sporting event which has taken place in Lausanne for twenty years. Throughout these years the level of the sporting event has improved and increased, and as result of this progress around 1,100 athletes take part each year. In 2013 there were 1,713 participants in the International Lausanne Triathlon. The aim of the Triathlon is to motivate people to take part in sport, ensure the quality of, and safety during, the sporting event. They also aim to promote the beautiful landscape that is offered by Lake Geneva.

##### 12.2.1 Interviewees

The participants in the study are the people responsible for the organisation of the sporting event in the relevant departments of the Lausanne Triathlon. They have different responsibilities and standings in the hierarchy. They provided their opinion from their personal experience with the sporting event, in which they participated as volunteers. Besides this, the long-time that they have been organising this event makes them a significant resource of knowledge which this study is trying to elicit. Before the interviewees identified the Critical Success Factors that influence the sporting events and how they measure them, they were asked to provide their observation about the success factors that influence their event and how they measure these specific factors. Following this approach, the interviewees provided precise and clear information for all the aspects that could influence the sporting event organisation. The list of interviewees is shown in the Table 11.

Table 11. Lausanne Triathlon List of Interviewees

Name and position	Reason for inclusion in research
<i>Claude Thomas</i> (Director of Executive Committee & Vice President)	Responsible for all organisational plans for several years in the Lausanne Triathlon.
<i>Bernard Vulliamy</i> (Responsible for Technical Committee)	Responsible for the implementation of all the rules and technical aspects during the sporting event.
<i>Raymond Sugnaux</i> (Responsible for Finances)	Responsible for all financial aspects around the sporting event.
<i>Patrice Iseli</i> (Member of the Organisation Committee)	Supports the organisational committee
Frank (Member of the Organisation Committee)	Supports the organisational committee

### 12.3 Success Factors of the Lausanne Triathlon

The Lausanne Triathlon interviewees primarily tried to define and identify the factors that influenced the success of the sporting event. Some of the interviewees stated that the definition of success is synonymous with the safety factors during the sporting event. Reducing the risk of accidents during the event is, for them, a critical component and constituted a main priority. They equate security with the success of the event because it requires excellent collaboration and coordination from the event organising committee in order to enhance the preparedness of all the stakeholders and at the same time reduce the risks and vulnerabilities during the sporting event.

*“For me success is safety. The athletes will feel safe during their participation and for me this is something extremely important.” (Patrice).*

The interviewees also determined as success of the event the satisfaction of the athletes. They believed that the athletes’ satisfaction factors influences and motivates other stakeholders such as sponsors, volunteers, spectators, local authorities, sporting governmental bodies etc. to participate. The interviewees considered that if the athletes are pleased with their participation, only then will the sporting event be able to ensure its long term success. If the sporting event organisation committee covers all the expectations of the athletes and provides them with an exceptional sporting environment, then they will have an unforgettable experience and all of them will be willing to participate again next year; this trust is expressed through their

participation and constitutes the biggest success of the sporting events indirect influence to the event.

*“I would say that if all participants are happy after the event then it is successful.” (Frank).*

If they are provided with a secure and safe sporting environment, the all the stakeholders will be satisfied by their participation. The stakeholders’ satisfaction, in combination with safety, represents for the interviewees the centrelines of the sporting event success because, as some of the interviewees considered, these two factors demonstrated the organisational level of the sporting event and directly influenced the success of the event. They place at the centre of their attention the priorities connected with the factors that support participation at the sporting event.

*“For me success is when participants and athletes are satisfied and when there has been no accident and we showed we are serious.” (Claude).*

The interviewees also considered as success for a sporting event the promotion and achievement of the sports values for the public health. They believed that sport, by its nature, instils a sense of pride, health and well-being and that the pleasure of participation is the reason that motivates people to participate in the sporting event. Some of the interviewees considered that the sporting values for public health plays an important role in society and are generally accepted by all people. This versatility of sport has generated an environment in which some stakeholders want to participate in the sporting event where their main goal is to generate financial benefits.

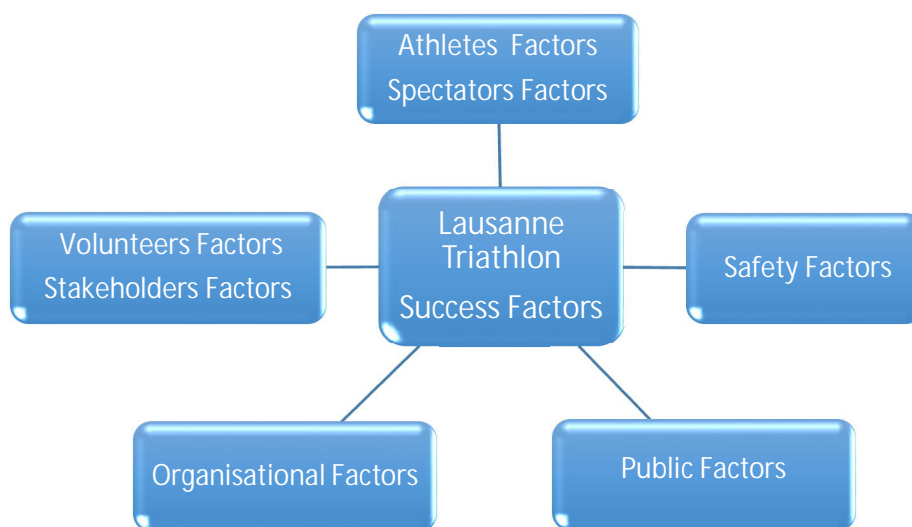


Figure 40. *Success Factors for the Lausanne Triathlon*

## **12.4 Indicators for Evaluation of Success Factors**

### 12.4.1 Qualitative Success Factors

Identifying the indicators of success factors with qualitative criteria can help the event organisers to be able to more effectively and efficiently manage the sporting event. Through this approach the event organisers have the opportunity to better understand all the parameters of each factor that can influence the success of the sporting event.

The organisational objective and achievement of evaluating each action and each aspect from the sporting event could help the event organisers to build a protocol through which they will try continually improve the level of the sporting event organisation. An accurate approach though a constructive evaluation plan which will control precise indicators constituted, according to some interviewees, the starting point of improvement which provides the organisers a lot of information each year in order to provide new solutions to overcoming mistakes or omissions. This continual organisational renovation could support the efforts of the organisational committee in order to provide a better sporting event organisation.

*“We have a protocol which we check before the event and also one month after the event to see what went right or wrong. We have never done the same things from one year to the other; we have always modified and improved things during the years.” (Bernard).*

Another qualitative indicator that influences the success of the sporting event is the athletes' observations about the event. According to the interviewees, the success of the sporting event is only achieved if the subjective qualitative criteria that the athletes have set are accomplished. So understanding the criteria for this evaluation drives the event organisation to determine what is successful and what is in order to change and finally improve the organisational criteria which could influence the satisfaction of the athletes. According to some interviewees, the athletes' satisfaction is used as evaluation tool which gave the organisers the opportunity to better understand the organisational environment in regards to the athletes' opinion.

*“From time to time also we conduct a survey to know the satisfaction of the athletes to help us understand their criteria of what went fine, what we can improve and what we can modify.” (Bernard).*

Taking into consideration the views of the interviewees as presented, the conclusion is that the quality of the safety services of the sporting event constituted one of the main indicators of success since, as they stated, athletes and spectators must feel secure during the event. The level of services provided for security is significant because it is related to and connected with

many organisational areas and many stakeholders, which must have an accurate and precise collaboration on each issue which could influence safety during the sporting event. Good implementation of security operations with perfect coordination can ensure the high level of security during the sporting event.

*“We measure ..... also with the level of the security.” (Frank).*

The public opinion of the sporting event is another indicator which can provide significant information about the qualitative aspects of the sporting event organisation according to public opinion. Positive public opinion and support for the sporting event creates a friendly and welcoming environment during the sporting event for all the stakeholders.

*“We take into account the subsidies from the: Confederation, Canton, and Community.” (Raymond).*

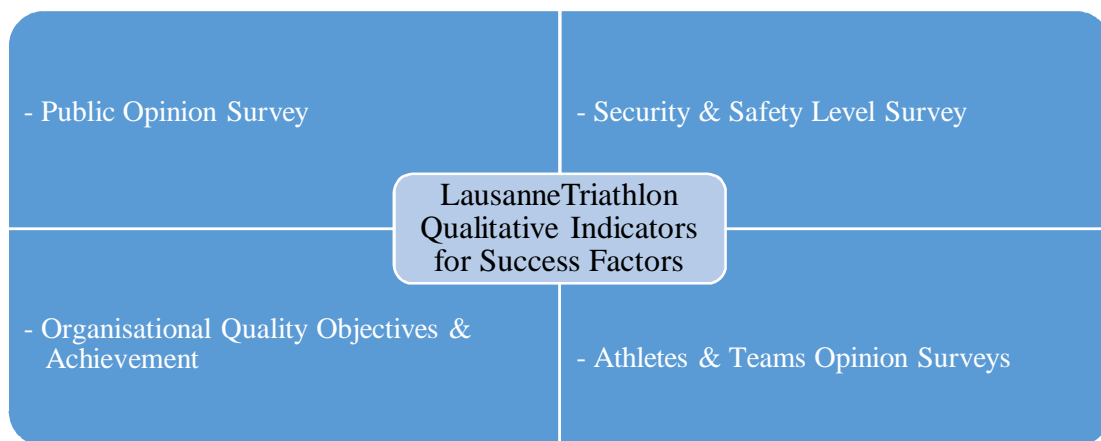


Figure 41. *Lausanne Triathlon Qualitative Indicators for Success Factors*

#### 12.4.2 Quantitative Success Factors

In parallel with the qualitative indicators, the quantitative indicators have the possibility to provide measurement results which could be very significant for the organisers to more accurately approach the sporting event organisation, according to some interviewees.

Some of the interviewees stated that if they have not recorded any accidents for the athletes during the sporting event due to either organisational negligence or implementation failure, then the sporting event has been successful. According to some interviewees, it is important to know the level of security that the sporting event provided to the athletes because it constituted an indicator which is very important for the athletes. By recording the number of accidents, the event organisers have the opportunity to improve the services they provide in order to eliminate accidents during the sporting event that the organisational committee is responsible for.

*“If we do not have any accident then our event is successful. If we do not have any accident the athletes will be happy.” (Patrice).*

Another indicator that the interviewees used to define a sporting event as successful is the number of participants. They believed that the increased number of athletes at the event demonstrated the acceptance of the event in sporting society. The interviewees also considered that a large number of participants constituted a definition of success for their sporting event, because the decisions and actions that the organisation committee have taken influenced the athletes' participation.

*“It is simple; we see the number of participants. At the 1<sup>st</sup> triathlon they were 200, this year there were 2300.” (Claude).*

Bernard also mentioned that the primary goal was to create an event that was open to the maximum number of people, and for him this is what determines a successful event, ensuring satisfaction through the positive feedback that they received, and through increasing the number of repeat participation during the years constituted a success factor which they use as indicator to evaluate this specific characteristic every year. For some event organisers, especially for small-scale sporting events, the repeated participation of the athletes constituted an indicator of acceptance about the quality of the sporting event organisation. At the same time the athletes were able to provide significant feedback about the quality of the sporting event, something that is very important for the event organisers.

*“First, the athletes who come are more every year.” (Claude).*

The number of sponsors is another indicator which the interviewees stated that they measured in order to define the success of the sporting event. By analysing the general environment of sports sponsorship they measure the number of sponsors to produce a very clear image about the dynamic that emanates from their event and the acceptance that the sponsors have for their sporting event. According to some interviewees, the sponsors are an indicator which can influence in many ways the success of the event and that's why their participation is considered necessary for the success of the sporting event.

*“For all other events the sponsors are decreasing whereas for us there have always been sponsors.” (Claude).*

The organisation committee evaluation and feedback is a continuing process which helps the event organisers to better understand their organisational environment in order to be able to improve their organisation. Recording and analysing the athletes' experiences, according to some interviewees, constituted a rich source of information which drives them to approach, in

a more specific way, some aspects that may be outside of their awareness. This planned approach of evaluation can support all the organisational efforts that the event organisers have to achieve, providing very useful feedback for each organisational aspect.

*“We measure this with the number of registrations, I mean with the number of participants.” (Bernard).*

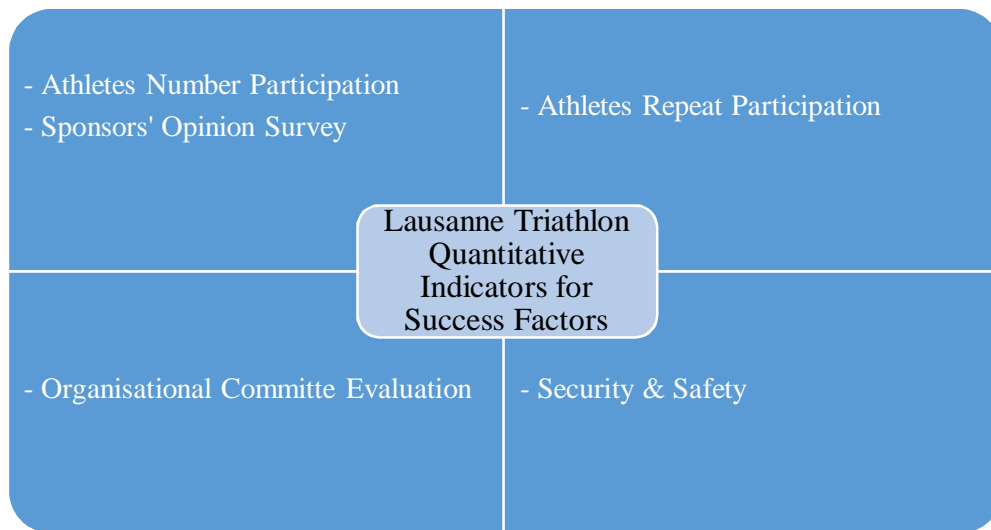


Figure 42. *Lausanne Triathlon Quantitative Indicators for Success Factors*

## 12.5 Summary

In this chapter the success factors and their indicators were presented that, according to the interviewees, can influence the effectiveness of a sporting event. The interviewees provided a distinction between the qualitative and quantitative indicators which the event organisers take into consideration in order to evaluate the rate of accomplishment and fulfilment of the goals. The interviewees believed that athletes’ factors, safety factors, public factors, organisational factors, volunteers’ factors, and stakeholders’ factors constituted a mixture of factors which could influence the success of the sporting event under specific circumstances. This framework of the success factors is directly connected to a framework of indicators that are divided in two main categories; the quantitative and qualitative indicators which evaluate specific characteristics for every success factor. Through this categorisation the interviewees identified the level of accomplishment and achievement that the organisational committee set out at the beginning.



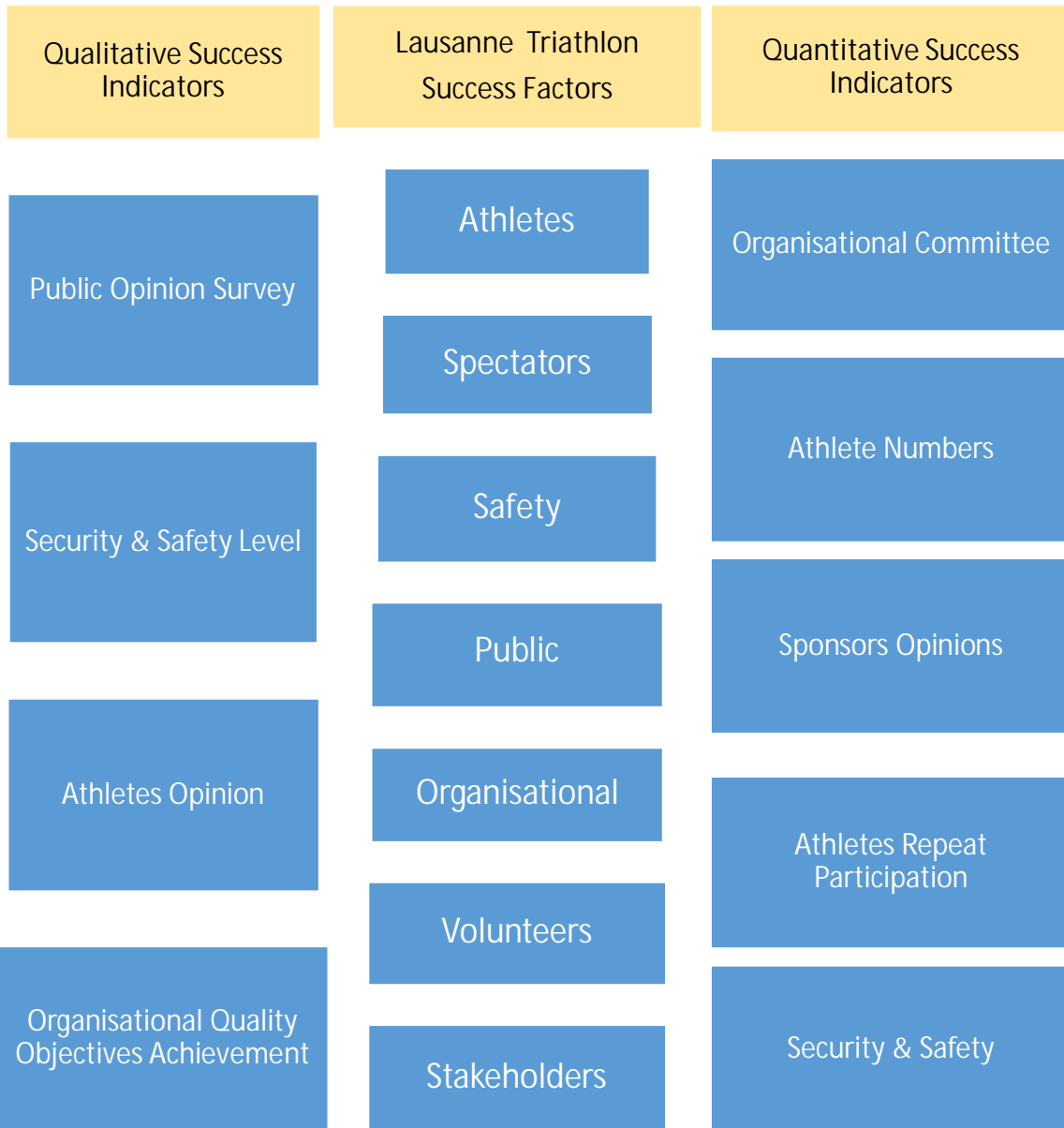


Figure 43. *Lausanne Triathlon Success Factors and Quantitative & Qualitative Indicators*

## **12.6 Critical Success Factors of the Sporting Event**

### 12.6.1 Introduction

In this section of the study, the Critical Success Factors (CSFs) are presented according to the Lausanne Triathlon sporting event interviewees. The CSFs are identified in a few key areas of activities and operations in which the results must be satisfactory in order to ensure that the event organisation will successfully reach its goals.

The event organisers stated that every sporting event takes into consideration some specific critical factors that reflect the expectations of the stakeholders. The critical success factors directly influence the success of the sporting event because, via the identification of the CSFs for every stakeholder, the organisers are able to recognize their subjective expectations in order to try to satisfy them.

Eight critical areas have been used in order to identify the critical success factors according to the interviewees' observations. In these crucial areas all the relevant specific factors are collected, along with operations that require special attention from the event organisers in order to organise a successful sporting event.

The CSFs are categorised in eight main areas as you can see in the Table 5 and the Figure 8 to Communication – Government & Public Support – Financial – Organisational – Sporting Community – Stakeholders – Technical – Technological.

### **12.7 Definition of Critical Success Factors (Lausanne Triathlon)**

The interviewees' defined the critical success factors as those important few factors that extremely influence the success of the sporting event. They also presented a distinction for some factors that are characterized as more important than those that help and support the organizing committee. The importance of a broad range of factors which are essential for the sporting event is the main observation that the interviewees had, according to the critical success factors, recognising in parallel the importance of the necessity to identify all these factors that could directly influence the success of the event.

*“I would say that are all these factors that are essential for a successful event.”*  
(Bernard).

Others defined the critical success factors as only those specific factors that could influence the increasing improvement of the sporting event. Isolating and identifying specific factors

constituted, according to some interviewees, the main reason to define the critical success factors.

*“The factors that give improve and increase the event.” (Raymond).*

Other interviewees also considered that the critical success factors are like a puzzle in which the stakeholders hold different parts and create the total image of the sporting event. The lack of a single piece may be dangerous for the success of the sporting event.

## **12.8 The Critical Success Factors Areas**

### 12.8.1 Communication CSFs

Effective interdepartmental communication and co-operation between the organisers, is one of the most significant indicators in the communication critical success factors, according to some interviewees. The interviewees paid extremely close attention to the level of collaboration between the members of organisational committee so as to effectively and efficiently reach the objectives and the tasks that they have set. The lack of specific, clear and effective communication could lead to the members of organisation to lose organisational cohesion as a result and jeopardize the future of the sporting event.

*“I would like to say that the most important criteria to organise something is to be a strong team and be friends with the team members.” (Raymond).*

The athletes' effective communication is another indicator that interviewees presented as very important for the communication critical success factors. The interviewees stated that communication creates bonds between the organisers and athletes that do not only last during the day of the event but becomes a continuing evolving process from which the organisers elicit information about how they will improve the sporting event organisation. The lack of such constructive communication could be catastrophic for the future of the sporting event because the omission of significant suggestions from the most important participants will drive the organisational committee to repeat the same mistakes, something that will very negatively influence the future willingness of the athletes to participate again.

*“With athletes we have a strong bond between us and if there was something wrong they would immediately tell us.” (Claude).*

According to some interviewees the TV and media participation constituted a necessary aspect for the sporting event organisation for the role that they play in providing information to all the stakeholders and also motivating sponsors to participate in the event. The TV and media have

the power to build a positive image for the sporting event that's why their participation in the event constituted a crucial indicator that could support the efforts of organisational committee to organise an effective and efficient sporting event. The lack of TV and media will leave the sporting event in the dark according to the actions that take place during the event and promotion to society. This isolation due to the absence of TV and media could be a very negative influence for the future of the sporting event.

*“For us it is the profile and the image that the event gives, be it in the media, the press.” (Bernard)*

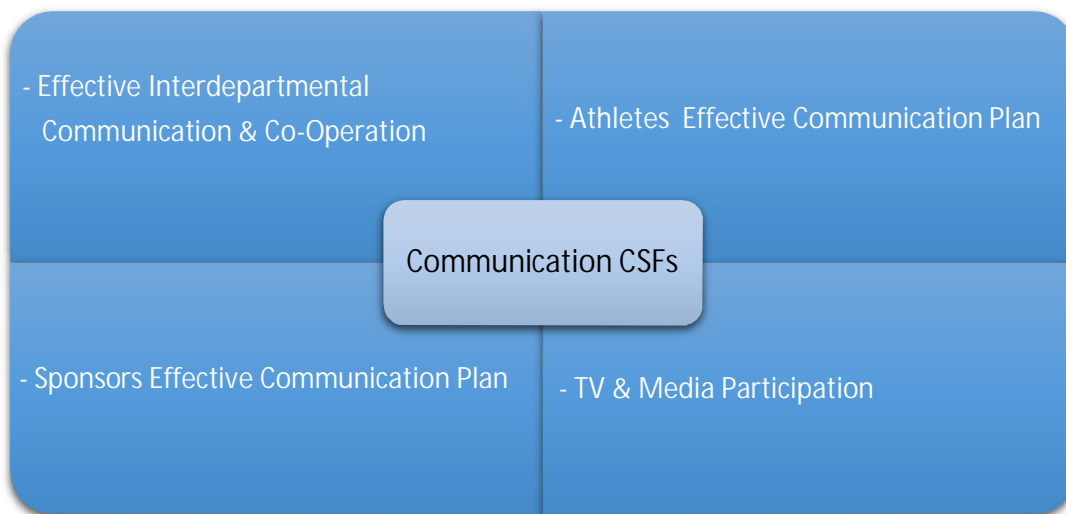


Figure 44. *Lausanne Triathlon Communication CSFs.*

### 12.8.2 Governmental and Public Support CSFs

The significance that the sporting event has in society is reflected through public participation and with the local authorities that recognise and support the event, as some interviewees' stated. The critical nature of public participation during the sporting event and the support that the local authorities provided for the event, constituted an important source of information which provided precise information to organisers about the acceptance that the sporting event has in the specific geographic area that it takes place in. The lack of acceptance of public participation and local authorities creates a gap that could very negatively influence the future of the sporting event because each event must cover society's sporting interest.

*“I believe that the spectators and local authorities are factors.” (Beatrice).*

The national policy for sport and the decision of the government to support the sporting event politically and financially constituted significant indicators that could crucially influence the success of the event. The interviewees believed that the sporting event could have a broad

influence on the host region providing significant benefits, if it can be connected to a plan with specific goals of development and renovation. The lack of such planned policy could create many problems for the sporting event because the absence of significant elements that are need for a successful sporting event.

*“...for a political authority the important is the profile that the event gives or may give to the city that is organizing it.” (Bernard).*

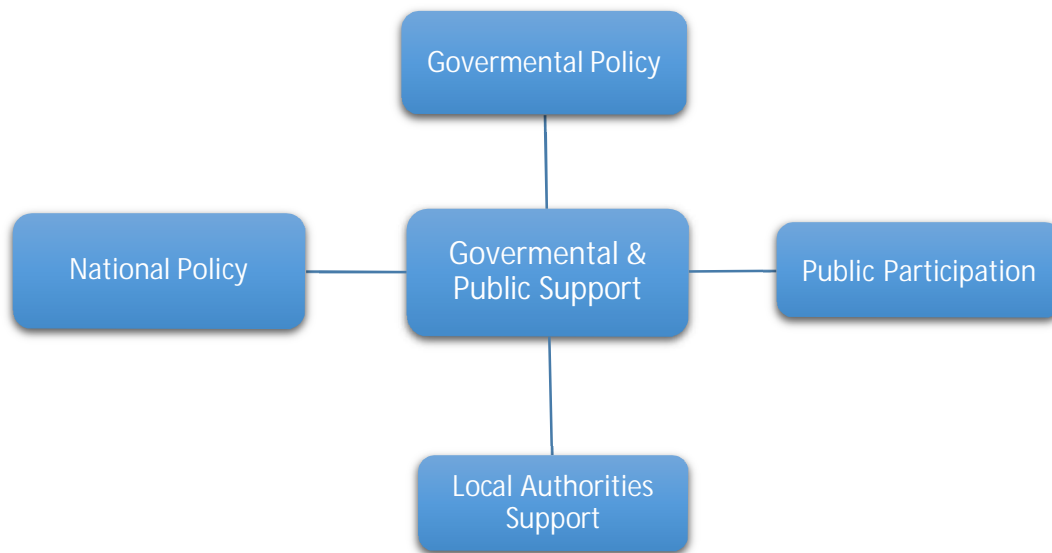


Figure 45. *Lausanne Triathlon Governmental and Public Support Critical Success Factors*

### 12.8.3 Financial Critical Success Factors

The financial critical success factors, according to some interviewees, assist and support the sporting event organisation to make sure that the event is financially viable. The financial factors can support the management of the sporting event in order for the organisation to achieve the objectives and the goals that were set from the initial step. Some of the interviewees believed that the financial factors have different significance for different organisational aspects during the sporting event organisation. They especially stated that, while for some organisational areas the financial resources can play only a supportive role assisting the sporting event actions, at the same time the financial resources for some others organisational areas constituted an essential aspect which is absolutely crucial for the future of the sporting event. Taking into account these two approaches with regards to the financial factors it is clear that, according to the interviewees, the financial resources are called to play a very significant role in a very wide framework of actions that take place during the sporting event organisation.

*“The financial factors are only supportive. Of course they are important.”  
(Beatrice).*

With the same observation about the importance of financial resources, some others of the interviewees also mentioned the critical nature that the financial factors have according to the sporting event organisation.

*“Without the economic there is no competition, there cannot be any event.”  
(Bernard).*

The financial incomes, according to some interviewees, are used for better organisation during the event and for charity something that is very important for the sporting event organisers. Ensuring adequate financial resources allows the possibility to organise the sporting event with all the necessary requirements, following high organisational qualitative standard that will allow the organisers to provide a stable and secure environment to all stakeholders. The lack of financial income will drive the sporting event organisation to eliminate significant organisational aspects that may significantly influence the future of the sporting event and at the same time will negatively influence or cancel actions for charity, something that would be a blow for the sporting event organisation.

*“We invest all the money we receive from the sponsors and we buy even toys for the children that participate.” (Claude).*

The effective financial support from the sponsors for the sporting event is another indicator of the financial critical success factors. According to some interviewees the financial resources from the sponsors played a significant role for the sporting organisation. The inter-connection that there is between the effective use of financial resources and proper organisation directly influences the sponsors interest in participating in the sporting event. The lack of sponsors will significantly reduce the efforts that the organisational committee are able to execute in order to organise a successful sporting event.

*“It is certain that the economic factors play a role because if for example there is an accident we need to explain to the sponsors, the politicians etc.” (Bernard).*

Following the previous observation that other interviewees pointed out that the financial resources received from the sponsors are mainly used to support specific organisational needs and empower their efforts to ensure the continuing improvement and in parallel add more value to the sporting event, making it more attractive for a wide range of the population.

*“We use the money we receive from the sponsors for better organization for better conditions that will do our event more attractive.” (Beatrice).*

Adequate financial resources constituted a critical indicator for financial critical success,

according to some interviewees, because as they stated the adequacy of financial resources can cover all the necessary requirements for the sporting event to effectively and efficiently implement all the goals that have been set. As some interviewees stated, the implementation of the sporting event mandate is carried out through the adequacy of the financial resources, providing safety and stability for the sporting event organisation. The lack of adequate financial resources could lead the sporting event organisation to cancel many of the planned tasks, something that would have catastrophic results for the future of the sporting event.

*“Of course the financial capacity of an event is very important but I believe that it follows the sport’s needs,” (Frank).*

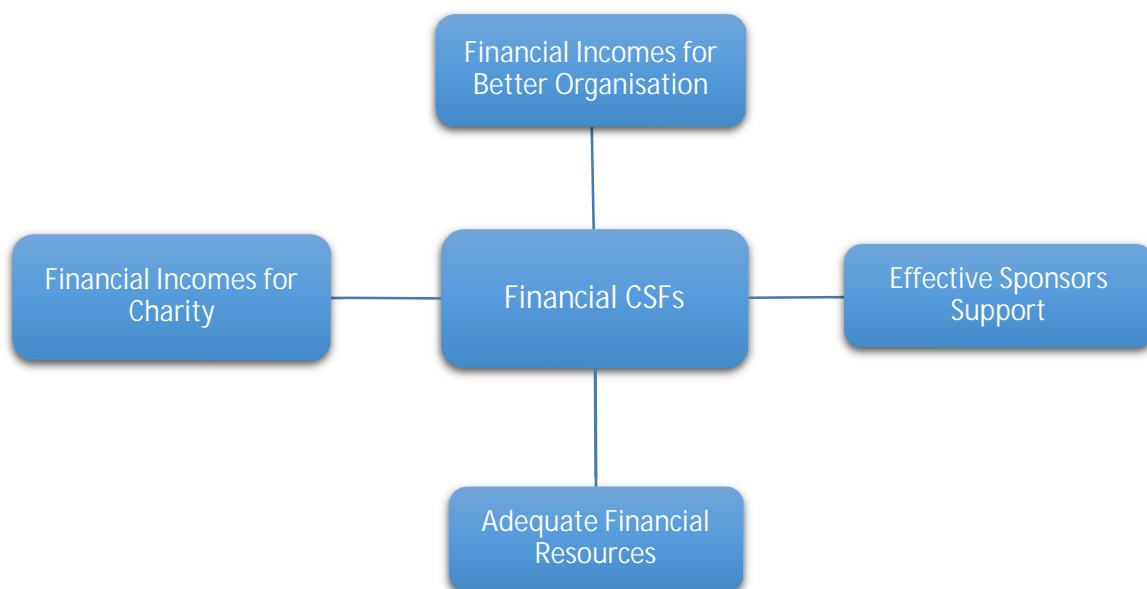


Figure 46. *Lausanne Triathlon Financial Critical Success Factors*

#### 12.8.4 Organisational Critical Success Factors

The organisational critical success factors can support the event organisers in creating a common organisational framework which all the stakeholders will follow in order be clear how to achieve the mission, objectives, and goals of the sporting event through specific actions and procedures.

An effective communication plan, according to some interviewees, is needed in order to develop an organisational framework which will ensure the internal and external communication will follow all the necessary principles that the event organisers have set to

organise an effective and efficient sporting event. The lack of such a communication plan could give rise to misinformation and contradictory information that would very negatively influence the future of the sporting event.

*“Press and communication. I would like to say that the most important criteria to organise something is to be a strong team and be friends with the team members.”*  
(Raymond).

The sporting event organisations planned collaboration with government and sporting federations can play a vital role in building strong bridges with the authorities that have the responsibility to contribute to the effective and efficient organisation of the event. Some of the interviewees stated that the planned coordination, communication, and collaboration with all of the above stakeholders can enhance the organisational capacity. Allocating policies and subsidies in organising a memorandum of understanding can ensure that the sporting event will follow a precise and accurate plan that will fulfil the principles of effective collaboration. The lack of this type of collaboration will influence the entire event organisation with very poor consequences for the future of the sporting event.

*“The volunteers, the local authorities and the sponsors that provide us support are critical factors.”* (Frank).

Following the same observation other interviewees also recognised the importance that effective collaboration from all responsible authorities could play.

*“For sport associations like the sport federation of triathlon or the Swiss Olympic, what counts is the opinion shared between the athletes -national or international.”*  
(Bernard).

An effective marketing plan is another critical indicator which is called upon to build a stable framework in which to set out the overall actions that the sporting event organisation must take in order to retain old sponsors or to attract new ones. Some of the interviewees believed that is very important to collaborate with the sponsors because they will give the organisers important information in order to build an effective marketing plan which will cover their needs or will correct gaps, omissions, or wrongs, so as to be more interesting for the old sponsors and more attractive for prospective sponsors. The lack of a specific marketing plan which focuses on the sponsors' needs could drive the event organisers to take decisions that could be catastrophic for the future of the sporting event.

*“Of course we need to listen to our sponsors and we need to have, for example, an agreement with the sponsors that bring us money and they want to have a specific place.”* (Bernard).



The effective operational plan is another crucial indicator which is called upon to coordinate the implementation of the goals and objectives that the sporting event organisers have set for the sporting event. Some of the interviewees stated that organising a good operational plan gave the organisers the possibility to ensure effective delivery of very important tasks which directly influence specific organisational areas, such as the security of the athletes or spectators. According to the interviewees this will allow to them to take all the appropriate actions that will ensure the successful implementation of each task that the organisational committee has set. The lack of an accurate organisational plan could create confusing organisational situations with uncontrollable consequences for all organisational levels.

*“.....role is to respect the technical regulation of the national and international federations of triathlon, to respect the security of the athletes, the security of the spectators and to keep low the disturbance in the city.” (Bernard).*

The effective management of the organisational committee constituted, for the interviewees, the driving force that is responsible for each activity of the organisation in order to ensure that it will achieve the goals and objectives that have been set out from the initial sporting event organisational phase. Also, as the interviewees stated, that the multiple roles that the sporting event organisation has, requires them to be able to make decisions which must be in line with the sports' technical rules, constitution, national and international legislation, in order to support and guide all the stakeholders that are participating in the sporting event. Some of the interviewees believed that the level of commitment of the organisational committee can ensure that they will approach, with special attention, every aspect of the sporting event in order to organise a successful event.

The lack of such a responsible, structured, and accurate organisational approach could lead the event organisers to make many organisational mistakes that could be a huge blow for the future of the event organisation.

*“I also believe that the organization committee, the sponsors that support them and the volunteers without whom it is not possible to organize an event, are critical success factors.” (Frank).*

The use of evaluation as a method for continual improvement constituted another indicator which could influence the organisational critical success factors, according to some interviewees. The interviewees pointed out that the event organisers collect information from all organisational areas in order to be able to analyse and understand the impact and quality that their organisational decisions had. This approach is very helpful because it gives the event organisers the opportunity to re-approach specific organisational aspects which require

improvement or changes for the sporting event to be successful. The lack of a specific evaluation process will create a huge gap between the organisers and the organisational reality of the sporting event, something which could be very negative for the future of the sporting event organisation.

*“First, the athletes who come are more every year. Secondly, for all other events the sponsors are decreasing whereas for us there have always been sponsors.” (Claude).*

Taking information from different stakeholders with a very wide range of opinions about the event organisation can help the organisers to learn more things that could be very useful for the future sporting event development.

*“.....what counts is the opinion shared between the athletes -national or international-, the press and the evaluation of the press.” (Bernard).*



Figure 47. Lausanne Triathlon Organisational Critical Success Factors

### 12.8.5 Sporting Community Critical Success Factors

The sporting event organisation has to find a harmonious balance between all these sporting authorities who must be involved for the sporting event to take place. This process demands the organisers to be very precise and careful so as to cover all the organisational prerequisites, for the sporting event to gain acceptance and respect from the sporting community. This demand, according to some interviewees, is the compliance with the international and national relevant rules and laws, applying the contract obligations for each sporting stakeholder or national authority.

The local, National, and International sporting federations, according to some interviewees, are believed to play a very significant role concerning the level of the event organisation, because they can help the event organisers to attract the interest of the sporting community and support their efforts. The recognition that the sporting event is collaborative and supported by the official sporting bodies can increase the profile of the event to attract more athletes, spectators, sponsors, and media interest. In addition, and most importantly, it provides them the opportunity to use the know-how from these federations in order to organise the sporting event more effectively and efficiently. The lack of such collaboration could lead to the isolation of the sporting event, destroying each future development if the sporting event organisation does not follow the guidelines that the sporting bodies and national authorities have set.

*“The athletes, citizens, partners, and federations. In particular the federations are important because they give money and they expect something back, for example what they take back is the image, the profile.” (Claude).*

The athletes, according to the interviewees, constituted the core focal point for the sporting community and especially when organising a sporting event. As the interviewees mentioned the athletes' satisfaction, providing to them first of all a safe environment, constituted the main goal for the sporting event organisation. They stated that the event organisers build the entire event organisation around the athletes in order to ensure their satisfaction. Also the interviewees considered that the event exists because there are people who like to play sport and this is the main reason for the organisation committee to try to accomplish the sporting event. The lack of athletes means the end of the sporting event due to the unwillingness of the athletes to participate in the event.

*“The event is closely related with the athletes; if we don't have athletes we don't need sponsors we don't need volunteers etc. So for me the focus is on the athlete.” (Frank).*

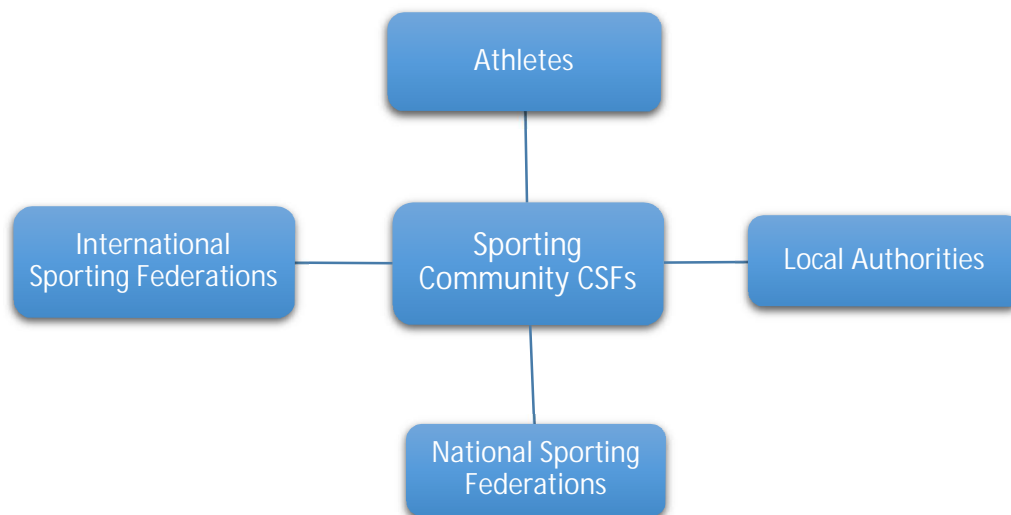


Figure 48. . *Lausanne Triathlon Sporting Community Critical Success Factors*

### 12.8.6 Stakeholders Critical Success Factors

The stakeholders in each sporting event affect and are affected through an interconnected approach in which the main goal is to develop a safe organisational environment which will be based on mutual respect. The clear identification of various stakeholders will help the organisers to collect the precise perspectives of each in order for the organisers to better understand their expectations. This process is necessary because the organisers will be able to more effectively and efficiently organise their sporting event, while it will allow them to achieve recognition and support from the stakeholders.

The interviewees considered the athletes' participation as critical because they are involved in all organisational areas and this constituted an important indicator about how they perceived the event organisation. Some of the interviewees stated that triathlon is a special sport and a very demanding one in terms of organisation, because it involves disciplines such as swimming, cycling, and running, and takes place in different environments with different conditions at the same time. The interviewees stated that holding an event without an accident and providing the highest security standards for the athletes, constituted their main objective, because human life and physical integrity are of the greatest importance for all people. This has resulted in the participants acknowledging the safety measures that are taken by the organisation committee and drives them to participate in the event every year.

*“Personally I think that first comes the satisfaction of the athlete. The athlete must be able to perform his task without any external risk. Our event is one of the few that have a closed circuit and this provides a superior quality to the*

*athlete. The most important thing is the satisfaction of the runners. If the runners say after the event that they had a wonderful time, this is the greatest satisfaction for us.” (Bernard).*

The organisational committee is a very significant part of the organisation because it must build the organisational framework in order to be able to manage all the stakeholders’ expectations, respecting and following their needs. The interviewees pointed out that the organisational committee must be able to analyse, plan, and execute all the actions following the specific tasks for each organisational aspect. Because the organisational committee is responsible for setting the direction to achieve the objectives and values of the sporting event through effective management, the interviewees believed that its role is extremely significant. The lack of an effective and efficient organisational committee could be catastrophic for the future of the sporting event because of the absence of the management principles which are a prerequisite for a successful sporting event.

*“I also believe that the organization committee...it is not possible to organize an event, are critical success factors.” (Frank).*

Some interviewees believed that it is the volunteers’ participation, because without volunteers it is impossible to organise a sporting event, and their support throughout the duration of the event plays a catalysing role contributing to the effective operation of the entire sporting event. The lack of volunteers, according to some interviewees, constituted at the same time the basis of the sporting event because it based on the logic of volunteerism.

*“I also believe that ..... the volunteers without whom it is not possible to organize an event, are critical success factors.” (Frank).*

The spectators’ participation, according to some interviewees, is very critical because through their participation they can contribute greater visibility to the event organisation, and more recognition from the media, sponsors, authorities, sporting organisations and others stakeholders that could influence the success of the sporting event. The spectators also create an atmosphere which is very significant for the sporting event. The lack of spectators could be a huge blow which is very difficult for the organisers to manage, and could very negatively influence all the stakeholders in participating in the sporting event.

*“I would say that the athletes, the spectators, the sponsors, the media, the volunteers, the sport organizations and local authorities are critical success factors.” (Beatrice).*

As some interviewees believed, the sponsors’ participation plays an important role for the sporting event because they help the event organisation committee to cover organisational

needs providing money, products, know-how, material and other useful support for the event. Sponsors are critical because, as the interviewees stated, the sporting event does not always have the financial resources to cover all their needs. So the sponsors are a vital element for feasibility of the sporting event. The lack of sponsors could drive the elimination or the cancelation of specific actions for the sporting event, directly influencing the future of sporting event development.

*“I also believe that the sponsors ..... Without them it is not possible to organize an event, are critical success factors.” (Frank).*

Media participation is another critical issue for the stakeholders’ critical success factors because their participation can ensure the visibility of the sporting event and at the same time they can be an effective tool for event promotion. The lack of media could isolate the event from the sporting community thereby minimising the opportunities of the sporting event to continue development during the years.

*“I would say that the media ... are critical success factors.” (Beatrice).*

National governmental bodies and International sporting federations are also very significant stakeholders which, according to some interviewees, are necessary stakeholders for event recognition. These stakeholders have the role of guarantor according to the organisational level of the sporting event effectiveness. Ensuring support from these stakeholders the event organisers are bound to follow all the prerequisite organisational principles where they are necessary in order to be recognised by them. This is necessary because their participation in the sporting event constituted, for all the stakeholders, a safety valve which can ensure the high organisational standard of the event. The lack of participation of National governmental bodies and International sporting federations could minimise the perceived organisational size, something that could negatively influence the future improvement and development of the sporting event.

*“I would say that ..... the sport organizations and local authorities are critical success factors.” (Beatrice).*

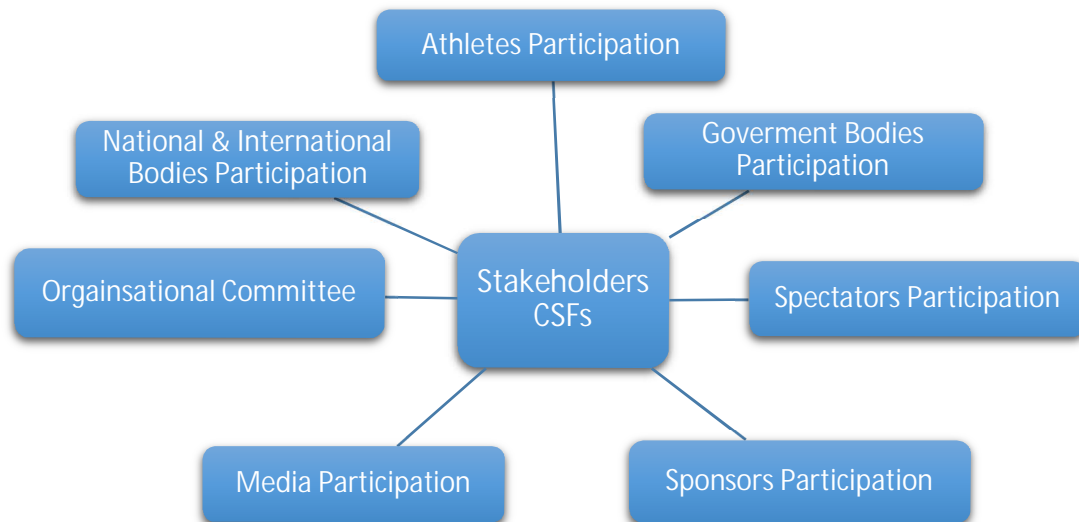


Figure 49. Lausanne Triathlon Stakeholders Critical Success Factors

### 12.8.7 Technical Critical Success Factors

The quality of the location can provide all the appropriate conditions that could influence the stakeholders' perception during the sporting event. The location, according to some interviewees, can ensure that the sporting event will be organised to high sporting and safety standards, elements that are extremely significant for the sporting event because the organisers have the opportunity to implement all the technical protocols that are related to the specific sporting characteristics that the triathlon has. Because the triathlon is a very specific sporting event, the interviewees stated that the organisers pay more attention to the location to cover all the specifications that are necessary during the event. A bad location for a sporting event could create insuperable organisational problems that would be very complicated to efficiently manage and would cause many difficulties for the future development of the event.

*“The athlete must be able to perform his task without any external risk..”  
(Bernard).*

There needs to exist some basic sporting facilities and infrastructure in the location that will meet some qualitative standard for the sporting event to have the opportunity to take place in a safe and secure environment, taking into account the specific needs of each stakeholder. In order to cover all these specific needs in a high quality manner the location needs to provide an adequate and compatible place with qualitative characteristics for all the stakeholders to have the possibility to find a well organised environment to support them. The lack of qualitative infrastructure could create a very complicated environment for all the stakeholders

without credible and quick solutions; this would be a very stressful and pressing situation, which could very negatively influence the future of the sporting event.

*“The television who tells us they want to be placed in specific areas and the sponsors that bring us money and they want to have a specific place.” (Bernard).*

Public transport quality is closely related with the technical infrastructures that provide the location where the event will take place. According to some interviewees, the quality of public transport is critical because it give the organisers the opportunity to organise the sporting event without disturbing the everyday rhythm of the city. The lack of qualitative public transportation could create many organisational difficulties and because the triathlon takes place on city roads it is demanded that this area be isolated and completely controlled.

*“... for such an event we need to keep all the people happy: .....in the traffic every day, etc.” (Claude).*

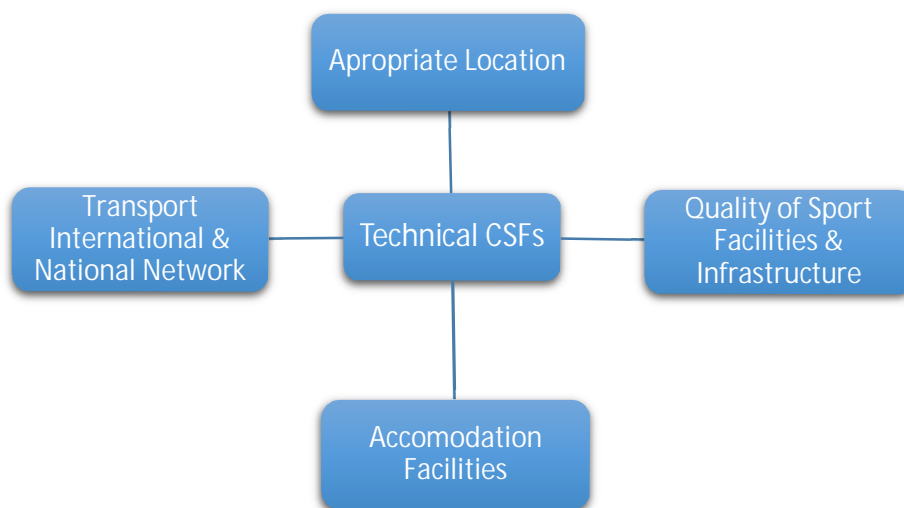


Figure 50. Lausanne Triathlon Technical Critical Success factors

### 12.8.8 Technological Critical Success Factors

The technology plays a very significant role and is an integral part of the event organisation which influences all organisational aspects of the event. According to the interviewees, the technology helps the event organisers to provide all the stakeholders qualitative services for the sporting event to be compatible with the International sporting event organisational standards.

The appropriate hardware and software is a vital ingredient through which the sporting event organisers can ensure the credibility of the event, providing parallel high quality services



supporting all the different demands of all stakeholders. The lack of this specific support will create uncontrolled conditions for the sporting event organisation, very negatively influencing each future effort for the sporting event development.

*“Our event is one of the few that have a closed circuit and this provides a superior quality to the athlete.” (Bernard).*

The sporting event, according to some interviewees, must be able to use and support TV & media technological equipment following a specific protocol which will ensure the sporting event has the best promotion. The technological equipment that will be needed for the TV and media, as well as the appropriate technology that is needed for the event collaboration in order to receive timely and accurate information, constitutes a very important part of the sporting event. All these actions must be supported by skilled and experienced people for the sporting event organisation to be sure that they will provide all the appropriate conditions to the media stakeholders. The lack of this supportive technology will drive the event to isolation from the media because of communication and collaboration problems.

*“The television who tells us they want to be placed in specific areas.” (Bernard).*

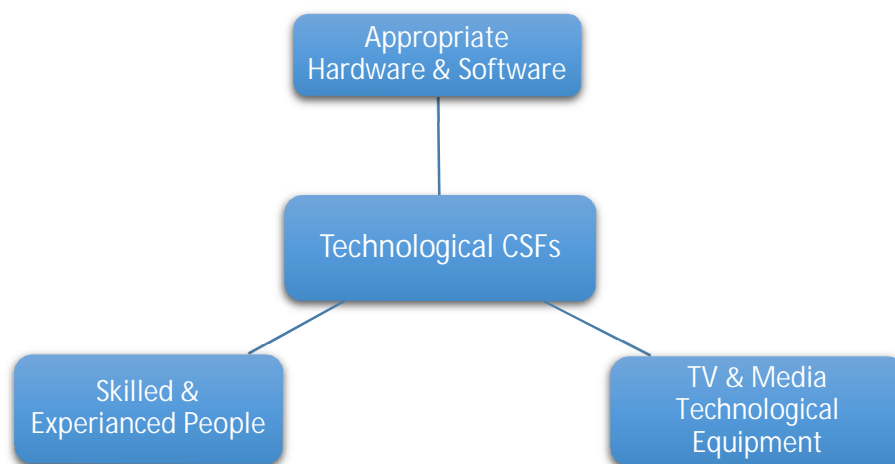


Figure 51. Lausanne Triathlon Technological Critical Success Factors

### **12.9 The Impact of CSFs on the Lausanne Triathlon Sporting Event**

The critical success factors, according to the interviewees, provide the opportunity for the organisers to pay more attention to specific factors which can impact the success of the sporting event. The interviewees stated that every factor has a different impact on every stakeholder, and every stakeholder has specific expectations and motives for the sporting event for each

critical success factor. This differentiation amongst the stakeholders produces a framework of critical success factors where all expectations, influences, impacts, and specific requirements are included and directly influence the event organisation. The interviewees also believed that analysing the critical success factors provides them the opportunity to approach the event organisation in a more effective manner, as using this information they bring all organisational aspects that are important for the sporting event organisation closer together. By identifying through the CSFs the actions that they have to perform during the sporting event organisation, they can ensure the continuing improvement of their sporting event, because they approach the sport as a whole, composed of individual factors.

*“Each of the above factors is very important because it has direct impact to the event.” (Claude).*

### **12.10 Case Study Summary and Discussion**

The Lausanne Triathlon is an International sporting event whose vision is to motivate people to take part in sport, ensuring a qualitative and safe environment during the sporting event, and promoting in parallel the beautiful landscape that is offered by Lake Geneva. The sporting event organisation committee bases the success of the sporting event on four main components which are separated into quantitative and qualitative success factors: athletes' satisfaction, spectators' satisfaction, safety of the sporting environment, satisfaction in organisational goal achievement, volunteers and stakeholders' satisfaction. For a better understanding and analysis of the factors that can influence the success of a sporting event, the interviewees tried to identify the critical success factors more precisely. The CSFs were categorised in eight main areas in which all the factors that the interviewees considered as crucial for the event organisation are identified. The critical success factors have a different importance for each stakeholder, according to the interviewees; therefore the main priority is to understand their expectations from their participation in the sporting event. However, despite the different importance of each factor for the stakeholders, the event organisers considered that the above mentioned areas and factors that are identified constituted a stable framework that influences all participants in the sporting event.

Table 12. Lausanne Triathlon Success and Critical Success Factors of a Sporting Event

<b>SUCCESS FACTORS LAUSANNE TRIATHLON SPORTING EVENTS</b>	
<b>Quantitative Success Factors</b>	<p style="text-align: center;"><b>Quantitative Indicators</b></p> <ul style="list-style-type: none"> <li>- Organisational Committee Evaluation</li> <li>- Athletes Number</li> <li>- Athletes Repeat Participation</li> <li>- Sponsors Opinion</li> <li>- Security &amp; Safety Level</li> </ul>
<b>Qualitative Success Factors</b>	<p style="text-align: center;">Qualitative Indicators</p> <ul style="list-style-type: none"> <li>- Security &amp; Safety Level</li> <li>- Athletes &amp; Teams Survey Evaluation</li> <li>- Organisational Quality Objectives</li> <li>- Public Opinion</li> </ul>
<b>CRITICAL SUCCESS FACTORS (CSFs) LAUSANNE TRIATHLON SPORTING EVENTS</b>	
<b>Communication CSFs</b>	<ul style="list-style-type: none"> <li>- Effective Interdepartmental Communication &amp; Co-operation</li> <li>- Sponsors Effective Communication Plan</li> <li>- Athletes Effective Communication</li> <li>- TV &amp; Media Participation</li> </ul>
<b>Governmental &amp; Public Support CSFs</b>	<ul style="list-style-type: none"> <li>- Governmental Policy</li> <li>- Public Participation</li> <li>- National Policy</li> <li>- Local Authorities Support</li> </ul>
<b>Financial CSFs</b>	<ul style="list-style-type: none"> <li>- Effective Sponsors Support</li> <li>- Financial Incomes for Charity</li> <li>- Adequate Financial Resources</li> <li>- Financial Incomes for better organisation</li> </ul>
<b>Sporting Community CSFs</b>	<ul style="list-style-type: none"> <li>- Athletes</li> <li>- Local Authorities</li> <li>- National Sporting Federations</li> <li>- International Sporting Federations</li> </ul>
<b>Technical CSFs</b>	<ul style="list-style-type: none"> <li>- Appropriate Location</li> <li>- Quality of Sporting Facilities &amp; Infrastructure</li> <li>- Transport International &amp; National Network</li> <li>- Accommodation Facilities</li> </ul>
<b>Organisational CSFs</b>	<ul style="list-style-type: none"> <li>- Organisational Committee Effective Management</li> <li>- Skilled and Sufficient People</li> <li>- Evaluation Plan for Sporting Event Organisation</li> </ul>

	<ul style="list-style-type: none"> <li>- Operational Effective Plan</li> <li>- Security and Safety Effective Management</li> <li>- Communication Effective Plan</li> <li>- Marketing Effective Plan</li> </ul>
<b>Stakeholders CSFs</b>	<ul style="list-style-type: none"> <li>- Athletes Participation</li> <li>- Governmental Bodies Participation</li> <li>- Spectators Participation</li> <li>- Sponsors Participation</li> <li>- Media Participation</li> <li>- Organisational Committee</li> <li>- National &amp; International Sporting Bodies Participation</li> </ul>
<b>Technological CSFs</b>	<ul style="list-style-type: none"> <li>- Skilled and Experienced People</li> <li>- TV &amp; Media Technological Equipment</li> <li>- Appropriate Hardware &amp; Software</li> </ul>

## 13. Aphrodite Half Marathon Case Study

### 13.1 Introduction

The following chapter presents the results of the research. The findings from each case study are considered and discussed, allowing common issues and themes to emerge.

### Aphrodite Half Marathon

#### 13.2 Overview of the Organisation and Event

The Cyprus Health Runners Club (SDYK) is renowned for organising races all over Cyprus. The motto of the Club is “runners’ satisfaction”, that is, no effort is spared in making a running event a sheer joy to participate in. This is the main reason that brings so many runners to Cyprus from all over the world, time and time again, to participate in a truly international event like the Aphrodite Half Marathon. It is an appealing event for the more than 600 runners who participate; both elite and amateurs who make the event more colourful and considerably more interesting.

##### 13.2.1 Interviewees

The participants in the study are the people who are responsible for event organisation in the relevant departments of the Aphrodite Half Marathon; they have different responsibilities and belong to different hierarchies. They provided their opinion from personal experience from sporting events in which they have participated, according to their professional role and responsibility. Also, the long time that they have been organising the sporting event, makes them a significant resource of knowledge which this study is trying to elicit. Before the interviewees identified the Critical Success Factors that influence the sporting event and how they measured them, they were asked to provide their perceptions about the success factors that influence their event and how they measured these specific factors. Following this approach, the interviewees provided precise and clear information for all the aspects that could influence the sporting event organisation. The list of interviewees is shown in Table 13.

*Table 13. Aphrodite Half-Marathon List of Interviewees*

<b>Name and position</b>	<b>Reason for inclusion in research</b>
Mikis Hadjineophytou (President)	Responsible of all Event Departments so as to ensure the attainment of objectives.

Michalis Theocharides (Vice-President)	Responsible for communication and contacts with all external stakeholders.
Christos Evripidou (Club Secretary)	Responsible for the organisational plan operation and effective implementation.
Giorgos Pratsis (Technical Advisor)	Responsible for the security and collaboration with the police.
Andri Theocharidou (Committee Member)	Responsible for the volunteers' organisation.

### **13.3 Success Factors of the Aphrodite Half Marathon**

The Aphrodite Half Marathon interviewees primarily tried to identify the factors that influenced the success of the sporting event. For this reason the interviewees were asked to define the success of the event, and they provided a number of definitions which are presented below.

Some of the interviewees stated that the definition of success is positive feedback from the stakeholders and overall positive comments for the event (Andri). Moreover, some respondents equated the success of the event with the athletes' positive opinion. As Mikis noted, a basic factor that reflects the success of a sporting event is the reaction of the athletes who participated and that the athletes are the harshest critics. This is why the event organisers paid special attention to the information they received from the athletes, and they considered that their opinion has a specific weight about the sporting event.

Some others considered that the attendance of the athletes is of the greatest importance (Andri), which shows that interviewees associated the definition of success with the athletes' participation because the organisers perceived this as a kind of acceptance of the sporting event. The attendance numbers and the level of the athletes constituted, for other interviewees, the triangle of success. These three factors have different subjective and objective criteria of influence. They have the potential to create the image of the event that is presented through the media, attract public interest, and at the same time satisfy the athletes' expectations. Michalis felt that:

*“An event is successful first if participants are happy, second if attendance is massive and third if the level of athletes is high.” (Michalis)*

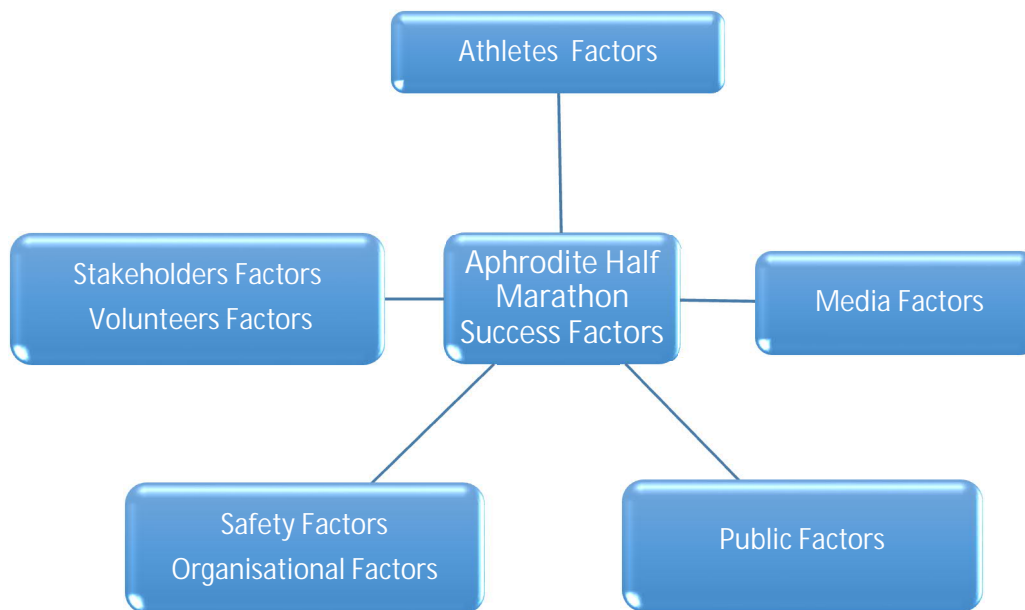


Figure 52. *Aphrodite Half Marathon Success factors*

### **13.4 Indicators for Evaluation of Success Factors**

#### 13.4.1 Qualitative Success Factors

The Aphrodite Half Marathon interviewees considered that is important for a sporting event organisation to identify and evaluate the success factors in order for the organisers to have a specific picture about the grade of achievement of the goal that was set initially. Following this observation, the interviewees presented indicators that are used to evaluate the level of achievement the goals. The separation of these indicators into quantitative and qualitative can provide specific and precise information about the achievement of success factors.

According to some interviewees, meeting the expectations of stakeholders appeared to be one of the key indicators of success for the organisers of this event. Each organization committee can change their objectives from one year to another and each stakeholder decides to participate in a sporting event because they want to achieve their specific objectives.

According to some interviewees, it is also important to recognise and analyse the messages and they stated that they tried to adapt their actions to a new environment, changing their objectives according to the stakeholders' needs. This process that focuses on the stakeholders specific needs is continuous and very important for the sporting events' evolution, because through this process the organisation of a sporting event provides the requisite respect to the stakeholders

together with all other conditions for them to be satisfied from their participation. They believed that this continuous evolution which results from the stakeholders' observations and opinions supports the sporting event organisation and makes it more attractive for all stakeholders, since their expectations can be achieved through their participation in the sporting event. Giorgos commented on this by saying:

*“So I believe what I understand and anticipate as success as member of organization committee may be different from a member from the medical department who participate because he wants to gain experience or from a sponsor who wants to become recognisable through the sport event. So the objectives that each participant has play an important role.” (Giorgos)*

The stakeholders' opinion helps the organisers by providing feedback about the effectiveness and efficiency of the sporting event organisation. They recognised that the stakeholders' opinion is critical for them to conclude whether the sporting event is successful or not.

*“On the other hand if we don't receive negative comments from the participants is also another measurable indicator who leads us for the future event.” (Christos).*

The evaluation and the specific analysis after an event constituted, according to the interviewees, a main task which includes all the actions that could influence the success of the sporting event. The interviewees' stated that for a better and more accurate evaluation of all aspects of the event organisation, they have created a database of specific indicators which provides them a clear picture of the level of achievement that they had set as an organisational committee.

*“After the event we are doing an evaluation for each action for each task. We analyze what went well and the possibilities to go better in the future. And what went wrong and how we will correct the situation. We have organized a database from each year so that we know where we are successful and where not.” (Michalis).*

The acceptance that the sporting event receives from the volunteers constituted specific indicators which, according to some interviewees, provide significant information and is used by the event organisers as an indicator about the level of the sporting event.

*“...we see how easily or difficult we can find volunteers.” (Giorgos).*

Some of the interviewees stated that another qualitative indicator is the level of the athletes that participate in the race. The high level of the athletes attracts the interest of the different stakeholders and this, according to some interviewees, constituted an indicator which could



significantly influence the success of the sporting event.

*“The evaluation becomes for the all levels of organisation as an example from the level of athletes which participated up to very simple organisational subjects.” (Anti).*

The interest of the media and TV is another indicator which shows how the media recognises the organisational level of the sporting event and how they promote the sporting event. According to some interviewees this constituted a significant indicator, because as sporting event they don't have the opportunity to pay to ensure the media coverage during the race.

*“...we also check the media and TV interest.” (Giorgos)*

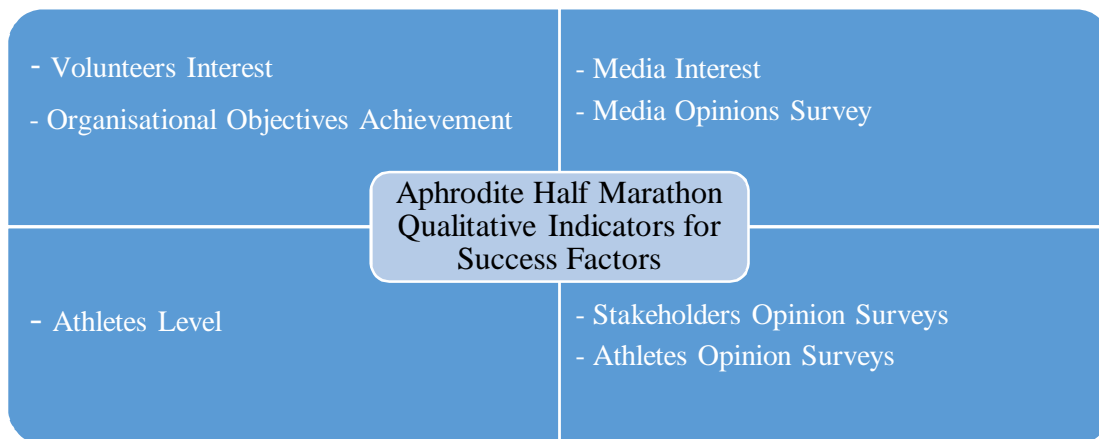


Figure 53.

*Aphrodite Half Marathon Qualitative Indicators for Success Factors*

### 13.4.2 Quantitative Success Factors

Apart from the qualitative indicators which provide a general image about what could ensure the success of the sporting event, quantitative indicators are equally significant providing specific and precise information for the event.

According to some interviewees, the achievement of the objectives constituted a challenge for each organisation and is closely connected to the achievement of the objectives of every stakeholder who participated in the sporting event (Giorgos). Therefore it is important to set clear and accurate objectives which are realistic, achievable, and generally acceptable.

Apparently large participation in relation with the good impression that is derived from the stakeholders' participation constituted a very important factor for the success of the event. The main goal is to keep all the stakeholders satisfied with their participation in the event, so for them their opinion is the main element in evaluating the event.

Christos highlighted this by saying that:

*“When it has mass participation and the majority from them leave the sport event with good impressions, while also I take positive feedback from the participants.”*  
(Christos)

As some interviewees stated, the number of athletes and their repeat participation are two indicators which are used by the event organisers to evaluate the specific trends that appeared during their sporting event. For the interviewees the participation and the repeat participation of the athletes constituted indicators that provided them significant information about the satisfaction of the athletes with the sporting event. Also the number of sponsors that participated in the sporting event is another indicator which showed how much penetration the sporting event has in the community in order for a large number of sponsors to believe that the sporting event could be a good vehicle to promote their products through the sporting event.

*“We measure the number of athletes, we measure how many athletes came again from the previous years, how many sponsors we have.”* (Giorgos).

Another indicator that is used by the organisers, as the interviewees stated, is the massive participation of spectators during the race. The participation of a large number of spectators during the race provides the organisers with a clear image of to the interest and acceptance that the sporting event has from the local community. This indicator is significant for the success of the Half Marathon because the massive participation of the city residents creates a positive atmosphere for all the stakeholders that participate in the sporting event, but especially for the athletes.

The sponsors' participation, according to some interviewees, is a clear indicator for the organisers regarding the promotional power that the sporting event has for their products in the local and national community. The volunteers willing participation in the sporting event is also another indicator which provides to the organisers significant information about the perception that the community has of the sporting event and the volunteers participation is one of the expressions of acceptance.

*“...we have more sponsors and volunteers all these are measurable indicators.”* (Christos).

The careful analysis and evaluation of each task provides important information which can be used for the continuing improvement of the sporting event. According to some interviewees, the organising committee creates a database for each year in order to ensure that each year will provide better organisational services for all stakeholders.

*“After the event we are doing an evaluation for each action for each task.”*  
(Michalis).

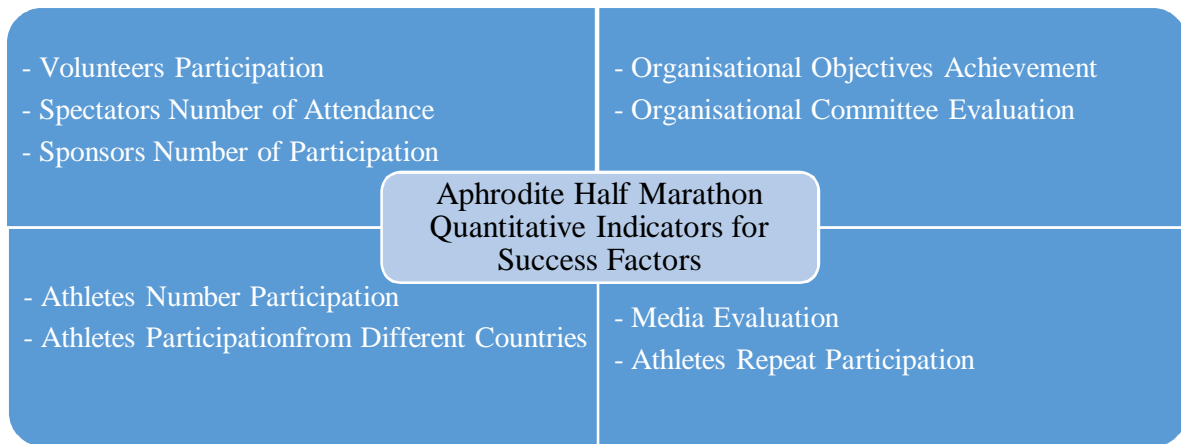


Figure 54. Aphrodite Half Marathon Quantitative Indicators for Success Factors

### 13.5 Summary

In this chapter the success factors and their indicators were presented that, according to the interviewees, can influence the effectiveness of a sporting event. The success factors are separated into the qualitative and quantitative indicators which the event organisers have taken into consideration in order to evaluate the level of accomplishment and fulfilment of the goals. The interviewees believed that the athletes, media, public, safety, organisational, stakeholders, and volunteers constituted a mixture of factors which could influence the success of the sporting event under specific circumstances. This framework of success factors is directly connected to a framework of indicators that are divided into two main categories; the quantitative and qualitative evaluation of the characteristics of every success factor. Through this categorisation the interviewees identified the level of accomplishment and achievement that the organisational committee set at the beginning.

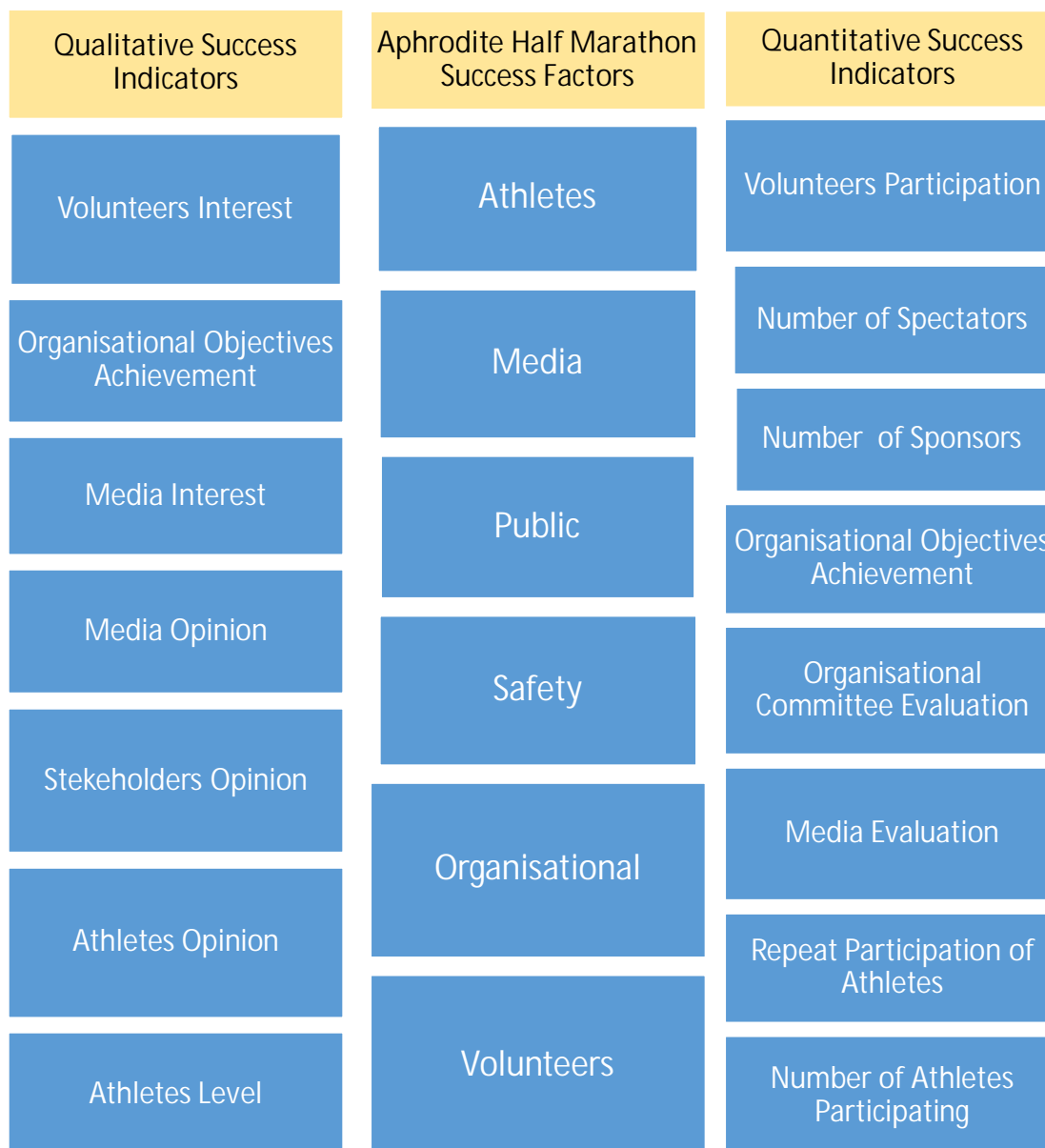


Figure 55. *Aphrodite Half Marathon Success Factors and Quantitative & Qualitative Indicators*

## **13.6 Critical Success Factors of the Sporting Event**

### 13.6.1 Introduction

In this section of the study, the critical success factors (CSF) are presented according to the Aphrodite Half Marathon sporting event interviewees. The CSFs are identified in a few key areas of activities and operations in which favorable results must be gained in order to ensure that the event organisation will successfully reach its goals.

Eight critical areas have been used in order to identify the critical success factors, according to the interviewees' perception. In these crucial areas all the relevant specific factors are collected

along with the operations that require special attention from the event organisers in order to organise a successful sporting event.

The CSFs are categorised in eight main areas as you can see in the Table 5 and the Figure 8 to Communication – Government & Public Support – Financial – Organisational – Sporting Community – Stakeholders – Technical – Technological.

### **13.7 Definition of Critical Success Fs (Aphrodite Half-Marathon)**

Critical success factors are all the factors that are necessary for the correct and smooth organisation of the sporting event (Michalis).

Another interviewee felt that these factors are significant for every sector of the sporting event (Mikis). There are specific factors from the organisational structure that enhances the sporting events efforts so as to encapsulate all the needed organisational parameters which will help the event to be successful. These factors, for them, are characterised as critical success factors, as Giorgos stated:

*“I think that when you organize a sport event all factors are important but with the term critical success factor I understand the very important thinks that without them you can’t organize a sport event.” (Giorgos).*

An interviewee also considered as critical success factors the factors that influence the effectiveness and efficiency attainment of the aims and goals that have been set by the organisational committee of the sporting event. Andri defined them as the factors without which an event cannot achieve its objectives.

### **13.8 Critical Success Factors Areas**

#### 13.8.1 Communication CSFs

The interviewees’ believed that a principal factor is good inter-departmental communication and collaboration between the members of the organisational committee. Good collaboration demands that the organisational environment ensures that it will provide an effective flow of communication, giving the committee the opportunity to elaborate in the optimum way the most effective solutions for the best event organisation. Through good collaboration the organisational committee can ensure effective communication amongst the stakeholders that increases and improves the level of the sporting event. The lack of good inter-departmental

communication will very negatively influence the entire sporting event organisation because they do not have many alternatives to overcome pitfalls, mistakes, and omissions.

*“The first thing for me is the good collaboration between the members of the organization committee.” (Christos).*

Another critical success factor, as the event organisers responded, is a good communication plan between all stakeholders. Effective communication is a necessary value for the organisational committee which ensures coordination of the efforts between the stakeholders in establishing the communications lines that will support the organisational structure throughout the organisational plan. Some of the interviewees considered that for each stakeholder it is necessary for them to adapt the communication plan in order to ensure that the organisational committee will efficiently implement all the policies that are needed for each stakeholder. The lack of effective communication could be catastrophic for the sporting event because it will reduce any possibility of communication with extremely significant stakeholders of the sporting event.

*“A good communication plan with local authorities, sponsors, media, TV, athletes, volunteers and etc give you an advantage which will help you for a better organization.” (Giorgos).*

Also according to some interviewees another critical success factor is the feedback that they receive from the different stakeholders, such as governmental bodies, local authorities, media, and sponsors. The different stakeholders have different perceptions of the sporting event and understand differently what influences more the success of the event. The analysis of the different stakeholders' perceptions can be a tool for continual improvement, providing at the same time respect to the participants of the sporting event and the lack of such an approach will create a huge gap in the future development of the event.

*“The messages that arrived from the media from the government bodies, local authorities and sponsors.” (Michalis).*



Figure 56. *Aphrodite Half Marathon Communication CSFs*

### 13.8.2 Government and Public Support CSFs

The significance that volunteerism plays in the sporting event constituted, for some interviewees, a very critical factor because the event is run by a committee of volunteers, and all other parallel actions are reliant on the volunteers participation and so has for them vital importance. The messages about the importance that volunteerism plays in the society that the Governance policy has developed could directly influence the public willingness to support the sporting event organisation. Volunteerism is a way of life, an attitude and a personality trait for the people that organise the sporting event, the lack of this principle will destroy the event.

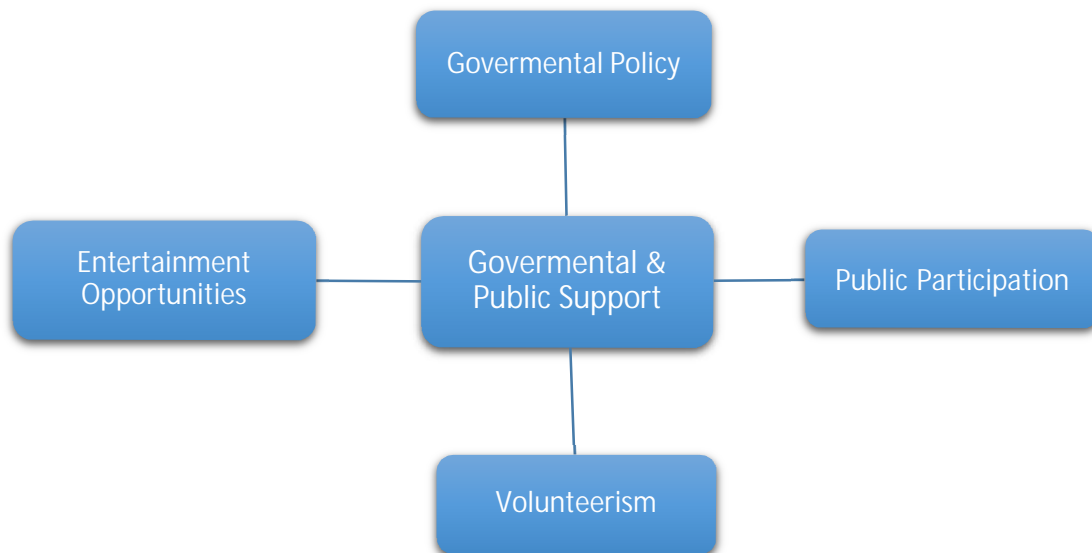
*“...more important is we find an enough number of volunteers.” (Anti).*

The policy of targeting the grassroots is another factor which constituted, according to some interviewees, the main reason for the existence of the sporting event. According to the interviewees they want to help people through the sporting event to understand the importance that sport could have in their life and encourage the citizens and children to become more active in sport. This main factor for the sporting event is in alignment with the governmental policy about grassroots programs that exist to motivate the people to become more active through participation in sport, building a more healthy society. The lack of spreading such values through the sporting event will negate the aim of existence of the sporting event.

*“We love the sport and through our actions we try to sensitize the citizens the children to become sport active.” (Giorgos).*

The National Policy for sport is closely related to the support that the sporting event will receive from the governmental bodies, local authorities, and all others bodies which are responsible for ensuring a smooth event organisation. The recognition by the governmental bodies of the role and importance that the sporting event can play in society to support the organisational efforts of the organisational committee, will help ensure the best available conditions for all the stakeholders that will participate in the sporting event. Without acceptance and authorisation from the National bodies it is impossible for the sporting event to take place.

*“The correspondence that happened from the government bodies, local authorities.” (Michalis).*



*Figure 57. Aphrodite Half Marathon Governmental & Public Support CSFs*

### 13.8.3 Financial Critical Success Factors

The role of financial resources is recognised as a critical success factor which can support the sporting event organisational efforts, providing the organisers the opportunities to build a secure framework with alternative organisational solutions in order to cover all the necessary needs according to event outcomes. The lack of financial resources will create many organisational difficulties which could lead to many changes or cancelation for the organisers to ensure that the sporting event will take place.



*“Also for me the financial part is a critical success factor.” (Michalis).*

Adequate financial resources, not for profit, but for better organisation is a fundamental factor according to some interviewees. According to the interviewees, the financial resources can ensure the viability of the sporting event allowing the organisers to build a stable organisational environment that will provide them continuing improvement and development. The lack of adequate financial resources could directly influence the organisational level and the future of the sporting event.

*“I believe without economic resources it is very difficult to have continuity for a sport event.” (Giorgos).*

Effective sponsor support is another crucial parameter that the stakeholders take into consideration in order to decide the importance of financial critical success factors. A large number of the sponsors can increase the incomes of the sporting event, providing the organisers more possibilities for better organisational conditions. The vital dependence that the sporting event has on the sponsors is very significant, because it takes into account the needs that the sporting event has each year to provide something new, different, and interesting with high qualitative standards thereby attracting more interest from sponsors and providing the necessary respect to all others stakeholders that participate in the sporting event. The lack of sponsors will create a new organisational environment in which many organisational plans could be cancelled, directly influencing the development and improvement of the sporting event.

*“If for example you have huge economical resources and a lot of sponsors you can organize a sport event with more athletes with better athletes with better rewards.” (Anti).*



Figure 58. Aphrodite Half Marathon Financial CSFs

#### 13.8.4 Organisational Critical Success Factors

The effective management of the volunteers is very crucial, according to some interviewees, because the organisers must quickly integrate the volunteers and provide them with very precise guidelines. The sporting event organisation is based totally on volunteers, so the organisers have organised a framework that allow to them to distribute all the volunteers according to the tasks that each department has. This approach, according to some interviewees, ensures effective and vital support of the event whilst in parallel the volunteers became more engaged with their responsibilities. The lack of effective management of the volunteers could create an uncontrolled organisational environment with confused volunteers and misinformed stakeholders.

*“For me the organization structure that we have it constitutes the main factor we work on a voluntary base and we seek also other groups that will be willing to support us.” (Mikis).*

Effective management of the organisational committee is another crucial factor which the interviewees stated. The precise analysis of the organisational environment takes into account all the necessary actions for each task, and constituted a priority for the organisers. The organisers recognised that sporting event organisation is a complicated situation with many responsibilities, and for this reason they followed a very strict organisational framework which allowed to them to avoid omissions and mistakes. The lack of such organisational actions that

would ensure the organisational effectiveness could put the future of the sporting event under threat.

*“How successful was the organizing committee for the organisation of the sport event and this includes all necessary actions in order to ensure the success of the sporting event.” (Mikis).*

Sufficient skilled people is, according to the interviewees, a very significant factor because the organisers can work more efficiently and effectively with people that have the knowledge required to organise a sporting event. Apart from the volunteer character that the sporting event has, which does not allow the organisers to have professional staff, it is important, according to the interviewees, to utilise people who have experience and very good knowledge of the event organisation. According to the interviewees, people with knowledge can help the organisers to improve their efforts in order to construct an effective and efficient organisational plan. The lack of people with knowledge can restrict the organisational effectiveness of the sporting event and, at the same time, drive the organisers to take decisions which may not be the most beneficial for the sporting event.

*“I think first of all are the people with knowledge so that to construct an effective and efficiency organizational plan.” (Giorgos).*

The evaluation plan constituted a continuing process which helps the organisers to control the effectiveness of each planned task. As some interviewees stated, the organisers use this information to create a database providing specific analysis about the monitoring and evaluation that followed during the sporting event organisation, and at the same time decide what from these results are useful for the future improvement and development of the sporting event. The lack of a specific evaluation plan could be a big pitfall for the sporting event organisation development and continuation, because no one could know the level of completion that each task had in order to avoid the same omissions and mistakes for the future.

*“We analyse after discussion what goes well and what no, after we create a database for the next year.” (Anti).*

The effective management of the security and safety during the race constituted a very crucial factor, which the organisers approached with great attention as some interviewees' stated. The interviewees stated that an accident during the sporting event will negatively influence all the organisational processes of the event.

*“The safety of the way if something goes error and has an accident then as long as well and we have it goes to the other departments of the event.” (Anti).*



Figure 59. Aphrodite Half Marathon Organisational Critical Success Factors

### 13.8. 5 Sporting Community Critical Success Factors

The sporting community constituted the main point of reference for the sporting event because its participation is necessary for a sporting event to take place.

The athletes' participation and the recognition of the multinational athletes for the level of the sporting event constituted, for some interviewees', a crucial factor. The athletes' participation showed that the sporting community has recognition for the level of the sporting event. This parameter is very significant for the event organisers, because it provides them information about the acceptance that their sport needs so as to become a sporting event destination for the athletes. The lack of such an approach of the athletes could put the sporting event under pressure for future development and could be a serious reason for future decline.

*“For me firstly is the participation of the athletes, secondly the number of different countries who are represented by the athletes.” (Mikis).*

The sporting community, such as the athletes, National sporting federations, local sporting authorities, and clubs participate and support sporting actions because they recognise that the actions and the aim of the sporting event is concentrated on developing healthy societies through sport for all people. This message of sporting legacy in society constituted a priority for the event organisers, and with the sporting community support they are trying to make the event widely known. The lack of such a message that aims to motivate society to become more active eliminates the dynamic of the sporting event thus limiting the range of participation.

*“We love the sport and through our actions we try to sensitize the citizens the children to become sport active.” (Giorgos).*

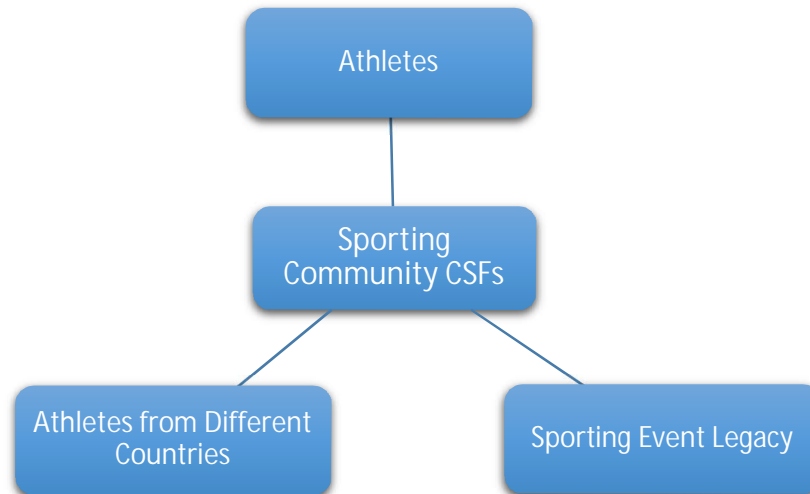


Figure 60. Aphrodite Half Marathon Sporting Community Critical Success Factors

### 13.8.6 Stakeholders Critical Success Factors

In each sporting event many stakeholders who participate have an interest in and are directly or indirectly associated with the event. All the stakeholders are part of the event, and many participate, providing prestige and many advantages for the sporting event organisation, but some of them are very crucial for the continuation and development of the sporting event, and without them it is impossible for the event to take place under high organisational standards.

This is because stakeholders have different points of view, other priorities and diverse criteria of interest. For the event organisers this creates the biggest problem because they have difficulties in presenting the sporting event as a complete image, since each of them has a different point of view in approaching every aspect. Andri commented on this, saying that stakeholders care most for the fulfilment of their expectations and are not really interested in the sporting event. This creates a gap between the organisers and the stakeholders because, due to their different priorities, they follow a different organisational framework where the main task is to achieve the subjective goals which were highlighted by Andri.

*“ It is very difficult to make different stakeholders to perceive a sport event as you have designed it.”.(Andri)*

As some interviewees stated, the athletes are a very important factor for the sporting event organisation. The necessary participation of the athletes so as the event to take place and the close relation that they have with all organisational aspects render them irreplaceable for the sporting event. The sporting events’ continuation and development is dependent on the athletes’ decision to participate and promote the qualitative characteristics that the sporting event has. The lack of the athletes’ participation will constitute the end of the sporting event.

*“The athletes are the most important factor. So to be happy the athletes are a critical success factor.” (Michalis).*

The governmental bodies and local authorities’ participation, apart the support that they give, provides their authorisation for the sporting event. It is clear that without their authorisation it is impossible for a sporting event to take place. The lack of cooperation between the national bodies and local authorities could be catastrophic for the event organisation, because the event organisers do not have any authorisation or legal status to take action in many organisational areas, for example police and medical support.

*“The good communication with the local authorities, the good schedule with police, the organization of medical support.” (Christos).*

The sponsors’ participation is a crucial factor because they support the sporting event, providing financial and material aid adequate to cover the needs of the sporting event organisation. Apart the support that they provide, according to some interviewees’, the sponsors have the power to give prestige to the event, something very crucial because it gives the event organisers the possibility to attract more sponsors and allows the sporting event to have even more benefits. The lack of sponsors will directly change the level of the sporting event, directly influencing the future development of the event.

*“The more successful the sport event, the more willing will be the sponsors to participate and support the sport event.” (Mikis).*

Media participation, according to some interviewees, is a crucial factor because they have the power to inform and distribute the images of the sporting event. Media participation during the sporting event supports and helps all the others stakeholders providing them important information about the sporting event. At the same time it also constituted a main factor which provided added value to the sporting event and to each stakeholder, because it publicises specific aspects and actions of the event which will attract the positive interest of the people. The lack of media participation will create a huge information gap because nobody will know about what happened during the sporting event.

*“The correspondence that happened from the media are critical success factors.” (Michalis).*

The nature of the sporting event is based on the volunteers’ participation, that’s why the event could not take place without the volunteers’ participation. Without volunteers it is impossible to organise the sporting event because all the organisational levels and structures are related to volunteerism.

*“Without volunteers we can’t implement our organizational plan. Our structure is based on this logic.” (Christos).*

In line with the previous reference and according to the stakeholders’ subjectivity that motivates them to participate in the sporting event, and evaluating with different criteria the level of the event, the interviewees stated that the unique common element between the stakeholders is that they want to participate in a successful event. They considered that the success of the event provided to the stakeholders an added value which they use and exploit so as to present their image through the sporting event. Giorgos felt strongly about this and claimed that only if the event is successful will they will be interested in participating or to be members of it because they want to associate themselves only with successful actions.

*“Each stakeholder has different standards of success. Each stakeholder demand and look for different thinks from a sport event. Each stakeholder participates for different reasons at a sport event..” (Giorgos).*

Other interviewees considered that they cannot distinguish between the stakeholders’ perceptions because the principles of good collaboration, effective communication, and mutual understanding constituted their main reason to participate in the sporting event. The organisers believed that a sporting event that ensures the principles of good governance between different stakeholders is a successful event, and acts as a growth driver that motivates all stakeholders to support it through their participation.

*“I consider that the critical success factors play a catalytic role in all, local authorities, governmental authorities, athletes, sponsors, managers and spectators.” (Mikis).*

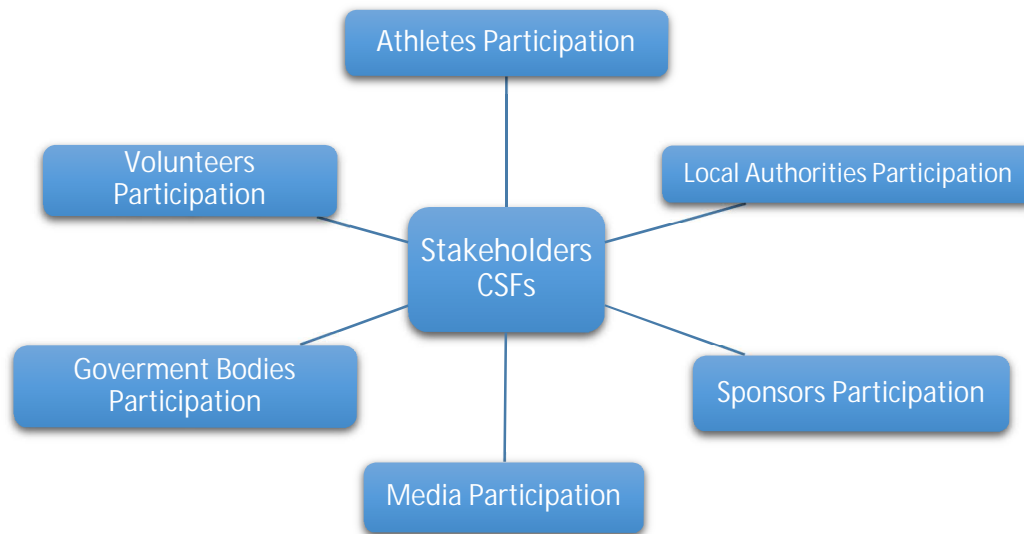
However, other interviews believed that there are differences, not only amongst stakeholders from different organisational areas, but also amongst stakeholders from the same organisational area. They considered this to be normal because every stakeholder expressed their interest in a different way and they all approached the same issue from different perspectives, with various criteria that are fulfilled via their participation in the sporting event. They understood and accepted these differences as a natural consequence of the fact that there are many different aspects during the sporting event that makes it hard to satisfy everyone’s expectations. This is why the organisers tried to adapt their policies based on the messages received from the stakeholders in order to get the optimal results.

Michalis discussed this noting that:

*“Every stakeholder has a different perception for the sport event but there may be members from the same groups with different perceptions.” (Michalis).*

The interviewees recognised the unique role of every stakeholder, despite their different motivation to participate in the sporting event. The event organisers respected the motivation of every stakeholder and they considered that the stakeholders' main goal is to support the sporting event but gave priority to their subjective criteria. This is a kind of informal agreement between the stakeholders and the sporting event that ensures mutual satisfaction.

*“Every stakeholder has a different starting point.” (Christos).*



*Figure 61. Aphrodite Half Marathon Stakeholders Critical Success Factors*

### 13.8.7 Technical Critical Success Factors

The specific needs that there are for the event, make the technical factors very important for the sporting event organisation. The technical factors are very complicated areas of organisational factors, because the nature of the event does not allow them to be under the absolute control in all the conditions that are necessary for an effective and efficient sporting event.

The decision about the location where the sporting event will take place constituted, for some interviewees, a very significant factor because it will influence the decision of many stakeholders to participate in the event. A location with poor conditions for the stakeholders could constitute a restraining factor with many limitations for future development.

*“..... The location and the meteorological conditions can consider as important factors. (Michalis).*



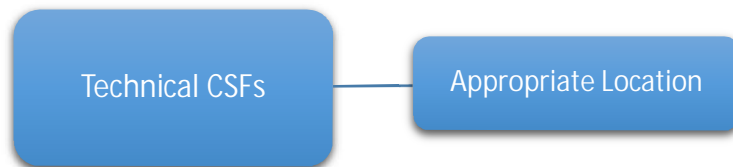


Figure 62. *Aphrodite Half Marathon Technical Critical Success Factors*

### 13.8.8 Technological Critical Success Factors

The technology is closely related to the event organisation and without its support it is impossible to run an event providing parallel qualitative services. According to some interviewees, the appropriate hardware and software can provide significant support to the event organisers ensuring that all the necessary organisational actions will be completed to high qualitative standards. Apart of the high cost that the technology has, as the interviewees’ stated, it is a binding factor for the sporting event because of the economic restrictions it places on the event, and it constituted a priority for the organisers in order to cover the needs of the sporting event. The lack of appropriate technology will create many organisational problems, which will be very difficult for the organisational committee to manage.

*“We know our needs and we try to find solutions that will not yield to us some economic cost while we at the same time have the possibility of providing qualitative services.” (Anti).*

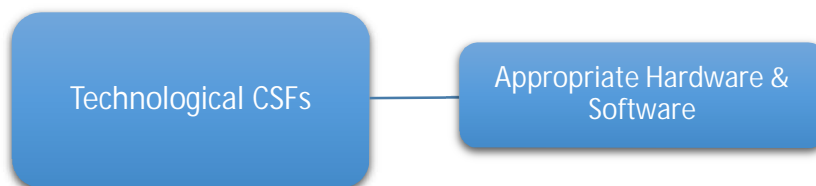


Figure 63. *Aphrodite Half Marathon Technological Critical Success Factors*

### **13.9 The Impact of Critical Success Factors on the Aphrodite Half Marathon**

The event organisers stated that every factor has an impact and a special weighting and can thus significantly influence the progress of the sporting event. There also are many parameters for each factor which have to be taken into consideration. The interviewees presented an overall approach for the sporting event considering that it is not possible to isolate some factors, because every factor is interconnected with a wide range of other factors that play a significant role during the sporting event organization.

*“...each factor has other sub factors which are also very important for a successful event so there is a structure which is very essential when we organize a sport event”. (Giorgos).*

Some of these factors could have a specific influence on the sporting event, such as the communication plan with the local authorities, police, and the medical department, which was highlighted by Christos. They pay extreme attention to ensure safety during the sporting event ensuring all the necessary means and support from each responsible department are available. They considered that their impact on the event organisation is so great that it could endanger every effort to improve the sporting event.

It is also significant that they stated that a sporting event could be organized without taking into consideration the critical success factors; however this approach is very risky and is dangerous for the future of the sporting event. Michalis noted that:

*“these factors are very important for a successful sport event. Of course the sport event it can become also without these factors but this will be downgraded.”(Michalis).*

This organisational line is limited, whereas by following the critical success factors that they have set out they can ensure that a successful sporting event can be organized. The weight of influence for each factor is specific and shows the areas that the sporting event organisation has to approach with more attention for better analysis of all the possible organisational aspects. They stated that each department has specific critical success factors which they have to identify and analyse so as to integrate them into a general organisational framework. Andri felt strongly about this and claimed that:

*“Without the above factors I don't think so that is possible to organize a sport event. Each one factor has his gravity for the organisation”. (Andri).*

### 13.10 Case Study Summary and Discussion

The Aphrodite Half-Marathon sporting event organisers pointed out that their specific aim is to motivate society to become more active. The sporting event organisation committee bases the success of the sporting event on six main components which are separated in quantitative and qualitative success factors: athletes’ satisfaction, media satisfaction, public satisfaction, safety and security effectiveness, organisational goals achievement, and volunteers’ satisfaction.

Through the study for better understanding of the factors that influence success of the event, the critical success factors have been more precisely identified. The CSFs were categorised in eight main areas in which all the factors that the interviewees considered as crucial for the event organisation are identified. So they discerned the critical success factors to be Communication, Governmental & Public Support, Financial, Organisational, Sporting Community, Stakeholders, Technical and Technological. The critical success factors have a different importance for each stakeholder, according to the interviewees; therefore the main priority is to understand their expectations from their participation in the sporting event. However, despite the different importance of every factor for the stakeholders, the event organisers considered that the above mentioned areas and the factors that are identified constituted a stable framework that influences all participants of the sporting event.

Table 14. Aphrodite Half Marathon Success and CSFs for Sporting Event

<b>SUCCESS FACTORS APHRODITE HALF MARATHON SPORTING EVENTS</b>	
<b>Quantitative Success Factors</b>	<p style="text-align: center;"><b>Quantitative Indicators</b></p> <ul style="list-style-type: none"> <li>- Volunteers Participation</li> <li>- Spectator Number</li> <li>- Sponsors Number</li> <li>- Organisational Objectives Achievement</li> <li>- Organisational Committee Evaluation</li> <li>- Media Evaluation</li> <li>- Athletes Repeat Participation</li> <li>- Athletes Number Participation</li> </ul>
<b>Qualitative Success Factors</b>	<p style="text-align: center;">Qualitative Indicators</p> <ul style="list-style-type: none"> <li>- Volunteers Interest</li> <li>- Organisational Objectives Achievement</li> <li>- Media Interest</li> <li>- Media Opinion</li> <li>- Stakeholders Opinion</li> <li>- Athletes Opinion</li> </ul>

	- Athletes Level
<b>CRITICAL SUCCESS FACTORS (CSFs) APHRODITE HALF MARATHON SPORTING EVENTS</b>	
<b>Communication CSFs</b>	<ul style="list-style-type: none"> <li>- Effective Interdepartmental Communication &amp; Co-operation</li> <li>- Sponsors Communication Plan</li> <li>- Local Authorities Communication Plan</li> <li>- TV &amp; Media Promotion Plan</li> <li>- Athletes Communication Plan</li> <li>- Volunteers Communication Plan</li> <li>- Stakeholders Feedback</li> <li>- Evaluation Plan</li> </ul>
<b>Governmental &amp; Public Support CSFs</b>	<ul style="list-style-type: none"> <li>- Governmental Policy</li> <li>- Public Participation</li> <li>- Volunteerism</li> <li>- Entertainment Opportunities</li> </ul>
<b>Financial CSFs</b>	<ul style="list-style-type: none"> <li>- Financial Incomes for better Organisation</li> <li>- Effective Sponsors Support</li> <li>- Adequate Financial Resources</li> </ul>
<b>Sporting Community CSFs</b>	<ul style="list-style-type: none"> <li>- Athletes</li> <li>- Sporting Event Legacy</li> <li>- Athletes from different countries</li> </ul>
<b>Technical CSFs</b>	<ul style="list-style-type: none"> <li>- Appropriate Location</li> </ul>
<b>Organisational CSFs</b>	<ul style="list-style-type: none"> <li>- Volunteers Effective Management</li> <li>- Organisational Committee Effective Management</li> <li>- Skilled and Sufficient People</li> <li>- Security &amp; Safety Effective Management</li> <li>- Evaluation Plan</li> </ul>
<b>Stakeholders CSFs</b>	<ul style="list-style-type: none"> <li>- Athletes Participation</li> <li>- Local Authorities Participation</li> <li>- Sponsors Participation</li> <li>- Media Participation</li> <li>- Government Bodies Participation</li> </ul>
<b>Technological CSFs</b>	<ul style="list-style-type: none"> <li>- Appropriate Hardware &amp; Software</li> </ul>

## **14. Cases Studies Discussion and Comparison**

### **14.1 Introduction**

In this section all the findings from each case study are presented and are developed within the relevant issues and analysed and compared to each category for each sporting organisation. The description and comparison between the similar and different interpretations of the relevant evidence provided a judgment on what can be corroborated from the multiple sources of evidence. The sporting events that are included in the study are categorised into the two specific representative categories of the sporting events, International (FIBA, FINA, and UEFA) and Hallmark (Lausanne Triathlon and Aphrodite Half Marathon).

### **14.2 Case Studies Comparison**

In the previous chapter the data that was collected from each case study separately, was presented and analysed with the help of NVivo 10. In this section of the study we will analyse and compare the participants' responses, with the support of NVivo 10, looking for the similarities and differences that exist between the sporting event organisations that are listed below and how the Critical Success Factors can influence the success of the sporting event.

- INTERNATIONAL sport events Vs INTERNATIONAL sport events
- HALLMARK sport events Vs HALLMARK sport events
- INTERNATIONAL sport events Vs HALLMARK sport events

### **14.3 Success Factors**

Participants were asked to provide their observations about the success factors that influenced their sporting event and how they measured these specific factors.

#### 14.3.1 Perceptions of Event Success Factors

By interpreting the perceptions of the members and staff of different sporting organisations, it is obvious that, apart from the differences that exist between each sporting event concerning the type of sport, the popularity in the different geographical areas where it takes place, the international, national, or local character that has, there are many similar factors that create a stable framework that can influence the success of the sporting event. In Table 15 a wide range of similarities for the success factors between different sporting events can be seen. The

information provided by this table shows that there exists a universal acceptance about some factors that could influence the success of the International and Hallmark sporting events. The common factors from different sporting events could reveal the long term influence of the expectations and needs that exist between all participants during the organisation of a sporting event. The sporting event organisations tend to follow a stable framework of factors, because such an approach can ensure that a successful organisation requires some specific parameters that everyone who participates in an event organisation should meet. Also In Table 15 there is a general acceptance of the International and Hallmark sporting events from the interviewees perspective that some specific factors can influence the success of the sporting event such as the TV, stakeholders, spectators, safety, financial, and athletes. These factors constituted a common framework of success factors which are the same for the International and Hallmark sporting events and are not influenced by the different characteristics of the specific sporting event. In parallel, there are other factors like organisation, marketing, and volunteers' factors which are almost the same for all organisations.

The differences can be explained through two different approaches; the first is related with the subjective approach of the participants and the specific responsibilities that they have during the sporting event organisation. The second approach is related with the general policy that the event organisation applies to the specific topics, for example UEFA with regards to the media: there is an external service provider that covers UEFA's specific needs. The major differences between the International and Hallmark sport is that the event organisations in the study are the factors of credibility and public support these differences are the same also between the International sport event organisations. These differences can be explained under the prism of the specific organisational characteristics the gaps and the problems that have occurred in the specific sports like football and also the aims that each sporting event organisation has set in order to ensure the success of the event. The different organisational environment of each event organisation creates different priorities and needs which the organisers must take into consideration. This differentiation of the Hallmark sport events organisations presents the specific needs and characteristics that are created from an environment in which these events approach in a different way the public support and organisational issues.

Table 15. Success Factors Similarities & Differences of Sports Events

Success Factors	UEFA	LAUSANNE TRIATHLON	FINA	FIBA	APHRODITE MARATHON
<b>Volunteers</b>	Yes	Yes	No	Yes	Yes
<b>TV</b>	Yes	Yes	Yes	Yes	Yes
<b>Stakeholders</b>	Yes	Yes	Yes	Yes	Yes
<b>Spectators</b>	Yes	Yes	Yes	Yes	Yes
<b>Safety</b>	Yes	Yes	Yes	Yes	Yes
<b>Public Support</b>	Yes	Yes	No	No	No
<b>Organizational</b>	Yes	Yes	Yes	Yes	No
<b>Media Interest</b>	No	Yes	Yes	Yes	Yes
<b>Marketing</b>	Yes	Yes	Yes	Yes	No
<b>Financial</b>	Yes	Yes	Yes	Yes	Yes
<b>Credibility</b>	Yes	No	No	No	No
<b>Athletes</b>	Yes	Yes	Yes	Yes	Yes

### 14.3.2 Indicators of Success

For better understanding and analysis of the factors that can influence the success of the sporting event, it was considered appropriate to identify specific qualitative indicators that can be used to show the level of achievement of the specific objectives and goals. Table 16 below provides specific information about the qualitative similarities and differences that exist between the different sporting events. It is clear that different types of sporting events are considered as important different qualitative factors so as to evaluate their sporting event success factors. The different organisational needs, specific fields of play, and the characteristics of every sporting event lead the organisers to take into consideration different qualitative criteria to evaluate the success of the sporting event.

Table 16. Qualitative Indicators for Success Factors of Sports Events

Qualitative Evaluation	UEFA	LAUSANNE TRIATHLON	FINA	FIBA	APHRODITE MARATHON
<b>Volunteers Interest</b>	Yes	Yes	No	No	Yes
<b>Sporting Facilities &amp; Infrastructures Quality</b>	Yes	No	No	Yes	No
<b>Security and Safety Quality</b>	Yes	Yes	Yes	Yes	Yes
<b>Public Opinion</b>	Yes	Yes	No	Yes	No
<b>Organisational Objectives Achievement</b>	Yes	Yes	Yes	Yes	Yes
<b>Organisational Committee Evaluation</b>	Yes	Yes	Yes	Yes	Yes
<b>National Sporting Federation Evaluation</b>	Yes	Yes	No	Yes	No
<b>Media Opinion</b>	Yes	No	Yes	Yes	No
<b>Media Interest</b>	Yes	No	Yes	Yes	No

<b>International Sporting Federation</b>	Yes	Yes	No	No	No
<b>High Level of Sporting Competition</b>	Yes	No	No	Yes	No
<b>Effective Communication</b>	Yes	No	Yes	Yes	No
<b>Athletes- Teams Survey Evaluation</b>	Yes	Yes	No	Yes	No
<b>Athletes Level</b>	No	No	No	Yes	Yes

As can be seen in Table 16, the nature and the scale of the sporting events develop different standards of what is important for qualitative evaluation of a sporting event. While we can see that there is a general acceptance about the qualitative evaluation of the international and hallmark sports events for their organisational committee and the achievement of their objectives as well as the security and the safety quality, the implementation of this evaluation is approached differently by the participants of the study. The identification of the same indicators from the international and hallmark organisations shows that the common observation in sporting event organisations is the necessity for feedback from specific organisational areas. There are also some indicators that are relatively common to international and hallmark sport event organisations, such as the volunteers' interest, the National Sporting Federation Evaluation, Media interest and opinion, effective communication, and athletes-teams survey evaluation. These factors have different weights of interest for different organisations, depending on the specific characteristics of each sporting event.

The differences that exist are closely related to the subjective perceptions of every sporting event as well as its goals, objectives, and organisational needs. It is clear that some international sporting events take place in smaller sports facilities, for example FIBA and FINA, therefore the requirement for volunteers is smaller in relation to the needs of, for example, UEFA sporting events that take place in big stadia. On the other hand, volunteers at hallmark sporting events are absolutely necessary and important because for these events the principle of volunteerism constituted a generative mechanism. The athletes' level as is also only an indicator for some international and hallmark events that they might personalise the performance of athletes as a motivator that could influence or attract the interest of a wide range of stakeholders to participate in their sporting events. For some others international and hallmark sporting events the high-level of sporting competition does not constitute a significant indicator, because for some events like the hallmark the main goals may be mass participation of people and how to motivate them to participate in sporting events, and not to evaluate or measure their sporting performance. It is also clear that the hallmark sporting events do not take as a measurable indicator the opinion of International Sporting Federations because their



main interest is to cover the specific aims of target group of athletes and stakeholders that are not related to the rules and principles which govern an International body. Table 16 also shows that the weight of sporting facilities and infrastructures is different amongst the international and hallmark sport events because of the different character that each sport has and the needs that are presented according to the numbers of the audience that participates during the sport events.

### 14.3.3 Quantitative Indicators for Success Factors

The quantitative indicators are used to provide the measurable characteristics so as to better approach the success factors of the sporting event and better understand and analyse the factors that can influence the success of the sporting event. The quantitative indicators were considered necessary to clearly show the achievements focusing on the objectives and goals initially set. Table 17 below clearly shows that the international and hallmark sporting event organisations have more similarities, and approach most of the quantitative indicators with the same observations. Also, hallmark sporting events have the same organisational character mainly have similarities, while simultaneously they show almost the same differences with the International sporting events. It is clear for the international and hallmark sporting events in Table 17 that the stakeholders' survey evaluation and the spectators' opinion constituted a common point of reference for the quantitative indicators. This means that the event organisers take very seriously into consideration the received information from these specific areas in order to improve their organisational level. This is a live adaptation process for each sporting event that could ensure that each event will be able to re-evaluate and re-organise each organisational process that is needed, according to all stakeholders' opinions, in order to be up-to-date with specific requirements. It can also be important that a number of other indicators for international and hallmark sports events such as sponsor opinion, sponsor number, spectators' attendance number, organisational objectives achievement, and organisation committee evaluation and feedback, created a common point of reference for most of the organisations. The use of the previous indicators as the international as the hallmark sporting event organisations could provide a specific quantitative measurable results framework that can be used for developing a broad database, from which the event organisers will be able to draw significant information for the future development of their sporting events.

Table 17. Quantitative Indicators for Success Factors of Sports Events

Quantitative Evaluation	UEFA	LAUSANNE TRIATHLON	FINA	FIBA	APHRODITE MARATHON
<b>Volunteers Participation</b>	Yes	Yes	No	Yes	No
<b>TV &amp; Media Participation</b>	Yes	No	Yes	Yes	No
<b>Stakeholders Survey Evaluation</b>	Yes	Yes	Yes	Yes	Yes
<b>Sporting Facility &amp; Infrastructure Size</b>	Yes	No	No	Yes	No
<b>Sponsors Opinion</b>	Yes	Yes	Yes	Yes	No
<b>Sponsors Number</b>	Yes	Yes	Yes	Yes	No
<b>Spectators Opinion</b>	Yes	Yes	Yes	Yes	No
<b>Spectators Attendance Number</b>	Yes	Yes	No	Yes	Yes
<b>Organizational Objectives Achievement</b>	Yes	Yes	Yes	No	Yes
<b>Organization Committee Evaluation and Feedback</b>	Yes	Yes	Yes	No	Yes
<b>Media Evaluation</b>	Yes	No	Yes	Yes	No
<b>Marketing Evaluation</b>	Yes	No	Yes	Yes	No
<b>Financial Resources &amp; Profit</b>	Yes	No	Yes	Yes	No
<b>Evaluation According to other Sporting Event</b>	Yes	No	Yes	No	No
<b>Economic Impact Evaluation</b>	Yes	No	Yes	No	No
<b>Athletes Repeat Participation</b>	No	Yes	No	No	Yes
<b>Athletes Participation Number</b>	No	Yes	No	No	Yes
<b>Athletes Records</b>	No	No	No	No	No
<b>Athletes Participation from Different Countries</b>	No	Yes	No	No	Yes

The different character, aims, and environment that each international and hallmark sporting event has, directly impacts the quantitative indicators that each sporting event can use to evaluate its success. This differentiation depicts the wide spectrum of goals and objectives from different types of sporting event as well as the diverse expectations of the organisers. In Table 17 it is shown that indicators such as the volunteers' participation, sporting facility and infrastructure size, media evaluation, and marketing evaluation have different weightings for international and hallmark sporting events. The similarities according to quantitative indicators that exist between the international sporting events for the sponsors, stakeholders, spectators, media, TV and financial issues, reaffirm that the sport event organisations follow a common acceptable approach in order to acquire the most compatible information. This approach provides to the international sporting events the possibility to have accurate information which

can be compared with other sporting events in order to be able to take the best decisions for their sporting event. The differences that exist between the international sporting events are more related firstly with the organisational structure that each sporting event has. For example in FIBA's sports events the national organising committees have more responsibilities and are more involved in order to organise the specific sport event. The second difference is related with the specific characteristics that each sport has according to the facilities that are needed. For the hallmark sporting events the similarities about the quantitative indicators are connected with specific characteristics like athletes' repeated participation and number of participants while the same approach is presented in organisation issues. The difference that exists between the hallmark sporting events are related with the policy that the sport event organisation has decided to follow according to specific stakeholders like sponsors and the role that the organisation wants them to play during the event. For example the Aphrodite Marathon is more independent from sponsors as it can be seen in Table 17. The size and the duration of the sporting event, the location where it takes place, and the number of different stakeholders that are needed during the sporting event organisation, creates a different framework of necessities which the event organisers have to measure with specific quantitative indicators.

#### **14.4 Critical Success Factors**

This part of the study presents how international and hallmark sporting event organisations understand and approach critical success factors, and the similarities and differences that exist according to the participants of the study.

##### 14.4.1 Definition of CSFs

This research suggests that event professionals define Critical Success Factors as:

*All the highly necessary concrete organisational characteristics that can drive the sporting event organisation to develop, improve, and achieve specific organisational goals.*

The above definition constitutes the distillate of the participants' opinions about what is considered as critical success factors. All of them believed that the critical success factors are a specific framework of organisational characteristics that must be implemented during the sporting event organisation in order to achieve its goals as it can be seen in Table 18. The differences that exist between international and hallmark sport events organisations are mostly related to the accuracy of specific factors that every sporting event has and which must clearly

and measurably provide specific information about the achievement of the organisation's goals. On the other hand while hallmark sporting events accept the necessity of critical success factors' implementation in the event organisation, they approach them more generally and without measuring results in detail.

By reading the individual similarities and differences it can be seen that the international sporting events organisations with a large percentage of actions in different venues define the CSFs with wider terms rather than hallmark sporting events organisations whose events take place in one sporting venue, or in the same geographical area. It is clear that as many different environments that the event organisers simultaneously have, the sporting event organisation must enact as many adaptations as there are in order to accurately cover all the organisational needs of the different venues. Also, the differences between the international sports events that UEFA and FIBA approached and defined the CSFs in a more precise way than FINA given that all of its competitions take place at the same venue. On the other hand there are similarities for the definitions of CSFs from the hallmark sports events, Aphrodite Half Marathon and the Lausanne Triathlon because of the specific geographic area that their sporting events take place in created an organisational environment in which the organisers must control their sporting events with a narrower and limited approach, using different critical success factors.

*Table 18. Definition of CSFs International & Hallmark Sporting Events*

<b>CSFs Definitions</b>	<b>UEFA</b>	<b>LAUSANNE TRIATHLON</b>	<b>FINA</b>	<b>FIBA</b>	<b>APHRODITE MARATHON</b>
<b>What Drive a Company for Improvement and Development</b>	Yes	Yes	Yes	Yes	No
<b>The factors that Cover the Stakeholders Satisfaction</b>	Yes	No	Yes	Yes	No
<b>High and Detailed Standard for Each Organisational Action</b>	Yes	No	No	No	No
<b>Factors that Support the Achieving of Organizational Objectives</b>	Yes	Yes	No	Yes	No
<b>Factors that Set Organisational Criteria for Evaluation</b>	Yes	No	No	No	No
<b>Detail Duties for Organisational Plan</b>	Yes	No	No	No	Yes
<b>Conditions that Ensured the Quality</b>	Yes	Yes	No	Yes	No
<b>Concrete and Measurable Requirements</b>	Yes	No	No	Yes	No
<b>All the Necessary Factors that Can Influence Success</b>	Yes	Yes	Yes	Yes	Yes

#### 14.4.2 Classification of Critical Success Factors for Sporting Events

The critical success factors are summarized and identified in a few key areas of activities and operations, in which favorable results must be gained in order to ensure that the event organisation will successfully reach its goals.

Eight critical areas have been used to identify the critical success factors according to the interviewees' perceptions. In these areas all the relevant specific factors are collected, along with operations that require special attention from the event organisers in order to organise a successful sporting event.

The CSFs are categorised in eight main areas as you can see in the Table 5 and the Figure 8 to:

- Communication CSFs are related to effective communication, feedback and communication plan during the event organisation.
- Government & Public Support CSFS are related to specific characteristics of the social and geographic area where the sporting event will take place.
- Financial CSFs are related to the financial sustainability and adequate resources of the sporting event.
- Organisational CSFs are related to the proper planning, operation, project effective management, skilled and efficient staff with clear assignment of roles and responsibilities.
- Sporting Community CSFs are related to the local, national and international sporting unions and federations.
- Stakeholders CSFs are related to the specific needs and interest of all people and teams that are involved in the sporting event such as athletes, sports teams, media, sponsors, volunteers, etc.
- Technical CSFs are related to the appropriate sporting and public infrastructure.
- Technological CSFs are related to up-to-date systems for sporting and public support.

In the following sections each of the aforementioned categories is presented in detail.

## **14.5 Areas of Critical Success Factors**

### 14.5.1 Communication Critical Success Factors

The communication critical success factors have significant similarities for international and hallmark sports events organisations in the specific areas that are related to constructive interpersonal relations. Also the factors that are related to the communication with the external environment have a critical importance and specific gravity for different types of sporting events, as is presented below in Table 19. The complexity of the international sporting events demands that the organisers take into consideration different communication approaches in relation with other types of sporting events.

From Table 19 it is clear that the international and hallmark sporting events consider that a precise and accurate communication process is needed with specific stakeholders such as volunteers, athletes, and sponsors. The important role that these stakeholders are called upon to play during the sporting event demands that the organisers, according to the participants in the study, prepare a very effective communication plan to ensure their successful engagement in the sporting event. In parallel there are other factors which are considered critical, according to the specific characteristics that each sporting event has. For example the international sporting events are more extraverted requiring a worldwide communication plan in order to attract more spectators, sponsors, and media. While it is obvious that the differences that exist between international sport events organisations -like social cultural promotion plan, social media, internet, TV promotion plan presented by FINA- are related with the differences between the general promotion policy that each organisation has decided to adopt. On the other hand it can be concluded that between the hallmark sport events there is an acceptance about the focus on the similarities to the specific target groups like spectators, athletes, media effective communication plan with local authorities which are factors that are approached from an organisation according to specific needs that each organisational committee has set in order to accomplish its goals and objectives. The differences between the hallmark sports events are related sometimes with the subjective priorities that the organisation has set like the spectators communication plan and interdepartmental communication. Whereas others times, they are related with the possibility to collaborate with some critical factors like the TV and media participation because of the high cost that these factors demand in order to participate to the specific sport event.

Table 19. Communication CSFs International & Hallmark Sporting Events

Communication CSFs	UEFA	LAUSANNE TRIATHLON	FINA	FIBA	APHRODITE MARATHON
<b>Volunteers Effective Communication Plan</b>	Yes	Yes	Yes	Yes	Yes
<b>TV Viewers Promotion Plan</b>	Yes	No	Yes	Yes	No
<b>TV &amp; Media Participation</b>	Yes	Yes	No	Yes	No
<b>Sporting Values Promotion Plan</b>	Yes	Yes	No	Yes	Yes
<b>Sponsors Effective Communication Plan</b>	Yes	Yes	Yes	Yes	Yes
<b>Spectators Effective Communication Plan</b>	Yes	Yes	Yes	Yes	No
<b>Social Cultural Promotion Plan</b>	Yes	No	No	Yes	No
<b>Social Media, Internet and TV Promotion Plan</b>	Yes	Yes	No	Yes	No
<b>Promotion Effective Plan</b>	Yes	No	No	Yes	No
<b>Media Effective communication Plan</b>	Yes	Yes	Yes	Yes	No
<b>Local Authorities Effective Communication Plan</b>	Yes	Yes	Yes	No	Yes
<b>Effective Interdepartmental Communication &amp; Co-operation</b>	Yes	Yes	Yes	Yes	No
<b>Athletes Effective Communication Plan</b>	Yes	Yes	Yes	Yes	Yes

#### 14.5.2 Government & Public Support Critical Success Factors

Governmental and public support is another area of the critical success factors in which the sporting event has to find all the critical aspects that will lead to the successful achievement of its goal. Generally there is a dispersion of findings in Table 20 of international and hallmark sporting events according to the similarities and differences. It is obviously from the Table 20 that the international and hallmark sport events organisations depend on the factors that they have to use in order to achieve the objectives of the specific area of critical success factors. The identification of sporting event organisation policies concerning sport with the Governmental and Political bodies of the area where the sporting event will take place, gives the international and hallmark sporting event organisations the opportunity to approach the specific factors that can positively influence volunteerism, grassroots, or cultural and legacy goals, which are very critical for the future of a sporting event. It is clear that as the international as the hallmark

sports events have different expectations with regards to Governmental and public support this is why the international and hallmark sports have specific dependencies and obligations which are based on a memorandum of understanding with the National and Local authorities. This approach demands for each sport event organisation to follow a very precise plan following the specific characteristics from each agreement, for example an international sport event is impossible to be organised in a country without the governmental agreement and support for the specific event. The most interesting conclusion that can be extracted from Table 20 is that the international and hallmark sporting event organisations agree that through the Governmental and public support the main objective of their sporting event is to influence and motivate the population to participate in sport. They also paid significant attention on how to best approach the population through the sporting event, and in collaboration with Governments increase the percentage of public participation in sport. The international sporting events provide a similarity of the policy depending on the critical success factors that they have to follow in all phases of the sporting event organisation. This organisational stability according to the policy that is implemented from the international sporting events is related and closely connected with the policy of International sport body that through the sporting events tries to promote and implement their principles and values. The differences that exist between the international sporting events and especially between FINA are related with the policy of the International organisation to share the responsibilities of the sporting event organisation to National bodies. This strategy discharges organisationally the sport organisation and transfer the responsibility of organisation to other authorised body.

According to the hallmark sporting events the similarity and the differentiation is presented by the subjective perception that each sport event has about how it interprets and understands the criticality of each factor. The nature of hallmark sports event do not allow many possibilities of actions on the governmental and public field because this type of sports events do not have the power to create policy but they are able to follow promote and implement policies for example for legacy, volunteerism, grassroots and mass sports.



Table 20. Government & Public Support CSFs International & Hallmark Sporting Events

Government and Public Support CSFs	UEFA	LAUSANNE TRIATHLON	FINA	FIBA	APHRODITE MARATHON
<b>Sporting Values and Social Policy</b>	Yes	Yes	No	Yes	Yes
<b>Sporting Legacy Policy</b>	Yes	No	No	Yes	Yes
<b>Social Cultural Goals</b>	Yes	No	No	Yes	No
<b>Public Participation</b>	Yes	Yes	Yes	Yes	No
<b>Popularity of the Specific Sport</b>	Yes	No	No	Yes	No
<b>Political &amp; Economical Stability</b>	Yes	No	No	Yes	No
<b>Policy of Volunteerism</b>	Yes	No	No	Yes	Yes
<b>Nature of Sport</b>	No	No	No	Yes	No
<b>National Policy for Sport and Sporting Event</b>	Yes	Yes	No	Yes	Yes
<b>Local Team Successful Participation</b>	Yes	Yes	No	Yes	No
<b>Grassroots Policy</b>	Yes	Yes	Yes	Yes	No
<b>Government Support Political &amp; Financial</b>	Yes	Yes	Yes	Yes	No
<b>Government Policy</b>	Yes	Yes	Yes	Yes	No
<b>Government Legacy Policy</b>	Yes	No	No	Yes	Yes
<b>Entertainment Opportunities In &amp; Out of Sporting Facilities</b>	Yes	Yes	No	Yes	No
<b>Community Pride</b>	Yes	Yes	No	Yes	No

### 14.5.3 Financial CSFs

Adequate financial resources constituted a common critical success factor for all sporting events types, which all organisations paid particular attention so as to approach all the necessary parameters in order to achieve the specific objectives from this factor. The not for profit character that international and hallmark sporting event organisations had in the study showed in Table 21, according to the participants, the tendency for social contribution which the organisers have to adapt for the specific environment that their sporting event takes place in. The financial CSFs differ between international and hallmark sporting event types because the role that they are called upon to play in relation to the local and international interests of the sporting event. The hallmark sporting events do not need to attract spectators for financial reasons and they are not financially dependent on sponsors. This ‘attitude’ of hallmark sporting events can be explained by the different financial objectives of the event organisers. Also, the differentiation between international and hallmark sporting events with regards to sponsors, may be explained by the low budget and the low international sporting awareness that hallmark sporting events have in relation to the international sporting events. An interesting finding, is

that the adequacy of financial resources is used to ensure the effectiveness of the international and hallmark organisations in order to be able to take into account all the appropriate organisational measures that are necessary for a successful sporting event. For the financial CSFs in international sporting events, from Table 21 it is obvious that there is a similarity for most of the factors. The only differentiation that exists is about the role that the Government is called to play as financial and as factor of political stability. This approach is related with the independent role of the sport event organisations according to their decision making policy which may allow to an organisation to decide its actions above and apart of political and economic interests related to a country.

*Table 21. Financial Critical Success Factors International & Hallmark Sporting Events*

Financial CSFs	UEFA	LAUSANNE TRIATHLON	FINA	FIBA	APHRODITE MARATHON
<b>Spectators Financial Plan</b>	Yes	Yes	Yes	Yes	No
<b>Government Financial Support</b>	No	Yes	No	Yes	No
<b>Finance Incomes Not for Profit but for Better Organisation</b>	Yes	Yes	Yes	Yes	Yes
<b>Effective Sponsors Support</b>	Yes	No	Yes	Yes	No
<b>Economical Country Stability</b>	No	No	No	Yes	No
<b>Adequate Financial Resources</b>	Yes	Yes	Yes	Yes	Yes

#### 14.5.4 Organisational Critical Success Factors

The organisational critical success factors constituted the organisation's top priority factors that influenced the international and hallmark sporting event organisation factors, and they must go right in order for the sporting event to achieve the objectives that have been set for this specific critical area. The identification of the organisational factors from every sporting event, as is reflected by the participants' perceptions, has many similarities in relation to other critical success factors of the sporting event. This approach as it can be seen in Table 22 shows that apart from the size of the international or hallmark sporting organisation, the organising committee adapt common management principles to fulfil their objectives. This approach by most of the international and hallmark sporting event organisations provided a common observation from a framework which focuses on some factors that could help the efforts of the organisations to successfully improve and implement their objectives. It is obvious, that there is a general acceptance according to focus that the organisation committee must give to volunteers in order to approach and after to educate so as to be able to provide the best services during the sports events. Also, the international and hallmark events accept the significance

that the organisation committee must give in order to collaborate with all stakeholders with reliability and respect to their requirements providing to the them a fertile and safe environment to act in order to achieve their objectives. The security and safety is another organisational aspect that the international and hallmark sports events approach with the same perception following the specific needs and requirements that are demanded from each sport event so as to ensure a safe and secure environment for all the stakeholders. Another obvious common factor is the medical effective management to all stakeholders during the sport event organisation, the existence of all necessary facilities, equipment, doctors and staff that are able to provide medical services immediately and with accuracy constitute a main prerequisite for both of types of sports events. The differences that are captured from the study may be due to the fact that the hallmark sporting event organisations in relation with international sporting events have specific organisational structures and approach some factors in a different way. The participants from the international and hallmark sporting events believed that the effective management that is based on a specific plan in all organisational areas and during all the different stages of the event organisation, constituted a critical path for the success of the sporting event. It is particularly significant that the findings from the international and hallmark sport events agreed that the evaluation of the organisational plan is an essential process which allows the organisers to assess the level of completion of every objective.

The organisational critical success factors for the international sporting events in Table 22 show a similarity between all international sporting events because they need to act in a global environment in which they have to follow a specific organisational framework in order to be able to collaborate efficiently at international and local level following specific organisational principles. The differences that are presented like entertainment plan and effective communication plan for the international sporting event, are more related with the size of sport facilities and the opportunities that could be provided to an organisation for these factors.

The hallmark sporting events have a general framework of similarities that show that the organisational critical success factors can support the effective management for significant numbers of factors during the sport event organisation. As regards to differences as presented between the hallmark sporting events the specific type of the sport and the environment of the sport event that it takes place influences significant factors like risk management and the spectators. While it can be seen there are significant differences about how they approach some organisational issues like strategic management, legacy, marketing, entertainment and sufficient staff. This approach shows that the hallmark sport events follow an organisational approach for the critical success factors which is more focused to their specific and isolated

organisational field without following necessary a general acceptable organisational framework.

Table 22. Organisational CSFs International & Hallmark Sporting Events

Organisational CSFs	UEFA	LAUSANNE TRIATHLON	FINA	FIBA	APHRODITE MARATHON
<b>Volunteers Effective Management</b>	Yes	Yes	Yes	Yes	Yes
<b>Vision &amp; Mission Determination</b>	Yes	Yes	Yes	Yes	No
<b>Strategic Effective Management</b>	Yes	Yes	Yes	Yes	No
<b>Stakeholders Management</b>	Yes	Yes	Yes	Yes	Yes
<b>Sporting Values Effective Dissemination Plan</b>	Yes	Yes	Yes	Yes	No
<b>Spectators Effective Plan</b>	Yes	Yes	Yes	Yes	No
<b>Skilled and Sufficient Staff</b>	Yes	No	Yes	Yes	Yes
<b>Security &amp; Safety Effective Management</b>	Yes	Yes	Yes	Yes	Yes
<b>Risk Management Effective Plan</b>	Yes	Yes	Yes	Yes	No
<b>Reliability with all Stakeholders</b>	Yes	Yes	Yes	Yes	Yes
<b>Organisational Committee Effective Management</b>	Yes	Yes	Yes	Yes	Yes
<b>Operational Effective Plan</b>	Yes	Yes	Yes	Yes	No
<b>Medical Effective Management</b>	Yes	Yes	Yes	Yes	Yes
<b>Marketing Effective Plan</b>	Yes	Yes	Yes	Yes	No
<b>Legacy Effective Plan</b>	Yes	No	Yes	Yes	Yes
<b>Human Resources Effective Management</b>	Yes	No	Yes	Yes	No
<b>Evaluation Plan for Sporting Event</b>	Yes	Yes	Yes	Yes	Yes
<b>Entertainment Effective Plan</b>	Yes	Yes	No	Yes	No
<b>Communication Effective Plan</b>	Yes	Yes	Yes	No	Yes

#### 14.5.5 Sporting Community CSFs

As illustrated in Table 23 below, the sporting community critical success area has significant common factors which constituted an integral part for international and hallmark sporting events. In parallel it is obvious that the different sports and the international and hallmark sporting event organisations have different characteristics which approach different critical success factors in order to organise a successful sporting event. The general acceptance of the international and hallmark sports events from the athletes constitute a necessary factor that all the stakeholders need to take into consideration. Through this approach it is important to recognise and identify the specific needs that must be covered in order for the athletes to be satisfied during their participation at the sport event. Another equally important factor that the

international and hallmark absolutely agree is the recognition of the significant role of the Local, and National sporting bodies because through these bodies the sport event organisation can focus on the main actors that act on, or directly influence the success of the sporting event. The role and influence of the sporting bodies is recognised by all participants as critical because the sporting bodies have the dynamics and the know-how to support a sporting event in all organisational stages. The power and penetration of every sporting organisation in society is related to the popularity of the sport, and it consequently determines the policy of every sporting organisation in the geographical area where the sporting event takes place. The differences between international and hallmark sport events organisations are related with the specific role that the international sport organisation are called to play in global sport community in contrast with the limited role that can play a hallmark sport event in the sporting event legacy for sporting development and the popularity of sporting event.

The critical success factors between international sporting events have many similarities because of the high level of requirements that the global sport environment demands. It is clear that the international events are closely connected to critical factors like sport teams, referees, International, National and local authorities because they cannot act in isolation and without a strong and stable network of collaboration between all these factors it is impossible for an international sport to be successfully organised. The differences between the international sporting events are clearly related with the specific characteristic that a sport and the event organisation have.

As regards the hallmark similarities and differences they are approached the same way. The limited number of athletes that are necessary in order for a hallmark sport event to take place and the narrow field of collaboration of authorities and staff create a framework which is focused more in the specific needs that each event has.

*Table 23. Sporting Community CSFs International & Hallmark Sporting Events*

<b>Sporting Community CSFs</b>	<b>UEFA</b>	<b>LAUSANNE TRIATHLON</b>	<b>FINA</b>	<b>FIBA</b>	<b>APHRODITE MARATHON</b>
<b>Teams Participation</b>	Yes	Yes	No	Yes	No
<b>Sporting Event Legacy for Sporting Development</b>	Yes	No	No	Yes	No
<b>Referees Performance</b>	Yes	No	No	Yes	No
<b>Popularity of Sporting Event</b>	Yes	No	No	Yes	No
<b>National Sporting Federation Participation</b>	Yes	Yes	Yes	Yes	Yes
<b>Local Sporting Authorities Participation</b>	Yes	Yes	Yes	Yes	Yes

<b>International Sporting Federations Participation</b>	Yes	Yes	Yes	Yes	No
<b>Athletes Participation</b>	Yes	Yes	Yes	Yes	Yes

#### 14.5.6 Stakeholders CSFs

It is necessary for every sporting event to identify the most appropriate stakeholders by setting specific criteria in order to successfully satisfy the sporting events organisational goals. Due to the complexity of the sporting event the various stakeholders' interests creates a wide field of factors that the sporting event organisers must take into consideration. The international and hallmark sporting event organisations believed that stakeholders, through their participation, must successfully fulfil their expectations. The similarities and differences that occur are more related to the specific political and social environment in which the sporting event will take place, as well as with the specific policies that every sporting organisation wants to implement through the sporting event. From Table 24 it is clear that the interviewees from the international and hallmark sports events considered that the stakeholders like athletes, media, sponsors, and volunteers play a significant role in the event organisation and constitute a group of critical success factors that are necessary for each sport event in order to be able to accomplish successfully the objectives and aims that the organisation initially has set. Their close collaboration may influence the effective operation between stakeholders and the event organisation, and evidently organisational harmony constituted a necessity for a successful sporting event. Also, the legitimate interest that international and hallmark sports events organisations have with the stakeholders constitute the organisation committee, in the form of decisions, agreements, plans, contracts, creates a legal framework that the sporting event organisers must follow very strictly and the organisation committee is able to judge the level of satisfaction that there is between all stakeholders that participate in the sport event. The specific sporting characteristics and needs of every sport, as well as the size of the sporting facilities or the venue where the sporting event takes place, calls for engagement with different public, national or international stakeholders who influence the international and hallmark sports events organisation in different ways.

The stakeholders critical success factors for the international sporting event present the same similarities with the UEFA and FIBA sports events and almost the same with the FINA. This strong similarity is based in the unquestionable relation that the international sporting events have created between some key players in order to make sure that they could organise a successful sport event. The differences between FINA and the other sporting events has the

issue of subjectivity which influences the criticality of some factors. The same approach exists in the hallmark sporting events where the place that the sport event takes place and the specific characteristics of the sport, influences a lot the criticality of many factors.

*Table 24. Stakeholders CSFs International & Hallmark Sporting Events*

Stakeholders CSFs	UEFA	LAUSANNE TRIATHLON	FINA	FIBA	APHRODITE MARATHON
<b>Volunteers' Satisfaction</b>	Yes	Yes	No	Yes	Yes
<b>TV Viewers' Satisfaction</b>	Yes	Yes	Yes	Yes	No
<b>Teams' Satisfaction</b>	Yes	Yes	No	Yes	No
<b>Sponsors' Satisfaction</b>	Yes	Yes	Yes	Yes	Yes
<b>Spectators' Satisfaction</b>	Yes	Yes	No	Yes	No
<b>Public Support</b>	Yes	Yes	No	Yes	No
<b>Public Satisfaction</b>	Yes	Yes	No	Yes	No
<b>Organisation Committee Satisfaction</b>	Yes	Yes	Yes	Yes	Yes
<b>National Sporting Federations Satisfaction</b>	Yes	Yes	Yes	Yes	No
<b>Media Satisfaction</b>	Yes	Yes	Yes	Yes	Yes
<b>Local Sporting Authorities Satisfaction</b>	Yes	Yes	No	Yes	No
<b>Local Authorities Satisfaction</b>	Yes	Yes	No	Yes	Yes
<b>International Sporting Federations Satisfaction</b>	Yes	Yes	Yes	Yes	No
<b>Government Bodies' Satisfaction</b>	Yes	Yes	No	Yes	Yes
<b>Athletes' Satisfaction</b>	Yes	Yes	Yes	Yes	Yes

#### 14.5.7 Technical CSFs

The technical infrastructure of a country or a city constituted a basic precondition for the international and hallmark sporting event organisations. It is clear from table 25, that as the international as the hallmark sporting event organisation is closely dependent on the technical critical success areas, because the lack of compatible infrastructure not only reduces the possibility of organising a sporting event but even further it prevents any kind of discussion about the sporting event organisation. The participants in the study agreed that no sporting event as international as hallmark can exist without the proper sporting facilities that fully and safely meet the stakeholders' needs. They also agreed that no sporting facility may be adequate to host sporting events if the complementary infrastructure required to meet the needs of the participants, like transportation, accommodation, medical, and sporting, is missing. The differences amongst Aphrodite Marathon and other hallmark and international sports events,

appear because of the specific characteristics of the place where the sport event takes place, as well as because of the particularities and the specific features of the sport.

*Table 25. Technical Critical Success Factors International & Hallmark Sporting Events*

<b>Technical CSFs</b>	<b>UEFA</b>	<b>LAUSANNE TRIATHLON</b>	<b>FINA</b>	<b>FIBA</b>	<b>APHRODITE MARATHON</b>
<b>Transport International &amp; National Network</b>	Yes	Yes	Yes	Yes	No
<b>Sporting Facilities</b>	Yes	Yes	Yes	Yes	No
<b>Medical Facilities</b>	Yes	Yes	Yes	Yes	Yes
<b>Size of Sporting Facilities &amp; Infrastructure</b>	Yes	Yes	Yes	Yes	No
<b>Quality of Sporting Facilities &amp; Infrastructure</b>	Yes	Yes	Yes	Yes	No
<b>Public Transportation Quality</b>	Yes	Yes	Yes	Yes	No
<b>Appropriate Location</b>	Yes	Yes	Yes	Yes	Yes
<b>Accommodation Facilities</b>	Yes	Yes	Yes	Yes	No

#### 14.5.8 Technological CSFs

The technological critical success areas illustrated, in the most emphatic way, how crucial technology is to the sporting event organisation. Especially in an International sporting event, there is an absolute common perception about the importance that technology plays as it can be seen in Table 26. The differences that occur between the hallmark sporting events are due to the fact that sporting events have different characters, and therefore different needs. Technology evolves and sport helps technology to evolve as well. Through this continuous interaction the progress of the sporting event is also ensured. As can be seen in Table 26, there is a creative dependency between the sporting event organisations and the technology which provides a useful organisational environment that supports each operational action that is connected to the objectives of the organisational committee.



Table 26. Technological Critical Success Factors Hallmark Sporting Events

<b>Technological CSFs</b>	<b>UEFA</b>	<b>LAUSANNE TRIATHLON</b>	<b>FINA</b>	<b>FIBA</b>	<b>APHRODITE MARATHON</b>
<b>Up to Date Technological Equipment</b>	Yes	No	Yes	Yes	No
<b>TV &amp; Media Technological Equipment</b>	Yes	Yes	Yes	Yes	No
<b>Skilled and Experienced Staff</b>	Yes	Yes	Yes	Yes	Yes
<b>Innovation Plan for Better Sporting Event Organisation</b>	Yes	No	Yes	Yes	No
<b>Appropriate Hardware &amp; Software</b>	Yes	Yes	Yes	Yes	Yes

## 14.6 Summary

In this chapter a detailed overview was presented about how the success of the sporting events is defined and measured and how the participants of the study understand and define the critical success factors. The analysis of the data from the international and hallmark sporting event organisation provided the possibility to collect significant information about the role and the importance of the success and the critical success factors in a sporting event organisation. The analysis of the similarities and differences that existed between the international and hallmark, and between the international as separated events, and hallmark sporting events provided crucial information which will be further discussed and analysed in the following pages.

## **15. Discussion**

This chapter discusses the findings of this study and the research objectives developed. The following sections present the contribution of the study in understanding what event organisers consider as the characteristics of a successful sporting event. The definition of the success factors of the sporting events and the identification of the critical success factors that are perceived by sporting event organisers to influence the success of different types of sporting events, eventually help to propose a framework of critical success factors that are relevant to sport events. They also helped to develop a broader and deeper understanding of how to deliver a successful sporting event using the critical success factors. This study advances one step more to approach the knowledge about the successful sports event organisation through the implementation of a framework of CSFs. This approach is unique because the importance that a specific framework of CSFs could have in the success of the sport events, has never been studied in the past. In order to achieve this approach the research utilised and adapted a commonly used conceptual approach which has been used in the investigation of sport policy (de Bosscher, de Knop, van Bottnburg and Shibli, 2006, 2008) and sport management (Bohlke and Robinson, 2009) so as to investigate what constitutes a successful event from that leads to that success (at the meso level) and finally established a framework of CSFs for the event industry at the macro level.

The research set out in this thesis aims to identify those factors that event managers consider to be critical in the organisation of major sporting events. More specifically, the objectives of this study are to:

- Understand how event organisers define the success of an event (micro level);
- Identify the critical success factors that influence the success of different types of sporting events (meso level);
- Propose a framework of critical success factors for major sporting events in order to develop a broader and deeper understanding of how to deliver a successful sporting event (macro level).

### 15.1 Micro-level perspectives

The first objective was to understand what the event organisers considered to be the characteristics of a successful sporting event and how they defined the success. This objective is approached through the perspective of the micro level which focus on the perception of the

individuals and their settings. The findings of the study showed that success for an event is the final positive opinion that all stakeholders express after the sporting event. Because stakeholders are involved in different areas of the sporting event organisation their opinions constituted, for the event organisers, a significant source of information about the success of the sporting event providing specific aspects from each organisational area. This reflects the work of Winand et al. (2010) who noted that when organisations wish to improve their performance in achieving their goals; understanding of performance comes when managers use tools to assess their resources, their processes or their outcomes in order to ensure their successes. Also it reflects the work of Kandlousi et al. (2011) who noted that the success factors require special and permanent attention in order to guarantee a strong likelihood of success otherwise, if these factors are not taken seriously, it could contribute to the project's failure. A significant finding from the study was also the necessary distinction between the qualitative and quantitative indicators which the event organisers take into consideration in order to evaluate the rate of accomplishment and fulfilment of the goals. This result is in line with many studies that recognize that the social and culture impact of sport events are multidimensional, impacting upon society at both the micro and the macro level and with the use of quantitative and qualitative indicators can support an event organisation effectively and efficiently to collect and analyse the data of the success factors. (Balduck et al., 2011; Ritchie et al., 2009; Ohmann et al., 2006; Weindjmaier et al (2006); Bowdin et al., 2006b; Allen et al., 2005; Venkatesh et al., 2013).

In addition, the results of the study showed that it is important for every sporting event organisation to evaluate each factor that could influence the success of the event, by identifying the specific indicators that will provide information about the achievement of the goals that were set initially giving information about what action needs to be taken. This result is consistent with opinion that points out that in order to evaluate performance this needs to be measured first and all possible aspects of operations should be evaluated in order to inform management practice (Robinson, 2013). The reason for this is that the evaluation of the success of the sporting event cannot be viewed via a narrow prism that focuses only on specific organisational aspects. It must include a wide range of perceptions in order to collect as many opinions as possible and testing the needed measures in order to ensure that they create the desired behavioural outcomes so as to help the organisers to evaluate each aspect of the sporting event with more accuracy. This finding about the success is in line with the perception of Shenhar et al, (2003), Cochrane (1993), Gorog (2003) and Goatham (2013) that suggested

that success can be defined as having delivered the predefined and acceptable framework from all stakeholders about the agreed factors, such as gaining an advantage, superiority, victory, accomplishment, achievement, added value and also if it is carried out by an appointed deadline, under budget, and fulfilling specified quality parameters.

According to the results of this study a sporting event is generally considered to be successful if: it effectively achieved all the goals and objectives that the organisational committee had set; it achieved the financial aims, successfully implemented the technical and technological aspects of the sporting event; it achieved the communication goals and successfully implemented relationships with all the stakeholders and fulfilled their expectations timely; because the success for the organisational factors do not fit absolutely within a perspective, the more important they are the more perspectives they impact every action that take place in an organisation and hence it took into consideration the inter-relationships between CSFs areas giving specific attention to achieving the aims of the world sporting community simultaneously covering the goals and the objectives that were set by the sporting event organisers with the Government and the local community. The above approach is consistent with the perception by Chan (2004), who states that the success criteria have to be a set of principles or standards by which favourable outcomes can be completed within a set of specifications and they are also compatible with the perception that sport events are considered as “valuable catalysts for economic development” that could influence significantly the financial environment of the host area (O’ Brien and Chalip 2008, p.318).

## 15.2 Meso level perspectives

The second objective of this study was to understand the critical success factors that are perceived by sporting event organisers as influencing the success of different types of sporting events. This objective is approached through the meso perspective which is referred to the factors that impact in micro and macro-levels an organisation. The research found that the critical success factors could be identified through a map of interests and a list of detailed issues that constitute a connection between micro and macro levels and are of concern to the stakeholders that created a framework of eight Critical Success Factor Areas which are the Communication CSFs that are related to effective communication, feedback and communication plan during the event organisation, Government & Public Support CSFs that are related to specific characteristics of the social and geographic area where the sporting event

will take place, Financial CSFs that are related to the financial sustainability and adequate resources of the sporting event, Organisational CSFs that are related to the proper planning, operation, project effective management, skilled and efficient staff with clear assignment of roles and responsibilities,, Sporting Community CSFs that are related to the local, national and international sporting unions and federations, Stakeholders CSFs related to the specific needs and interest of all people and teams that are involved in the sporting event such as athletes, sports teams, media, sponsors, volunteers, etc, Technical CSFs that are related to the appropriate sporting and public infrastructure and Technological CSFs related to up-to-date systems for sporting and public support. In these areas all the relevant specific factors that require special attention from the event organisers were collected. Also the research found that the CSFs areas could be a foundation stone for the sport event organisations because these areas are able to be conveyed to all stakeholders of the event and used by them to plan and execute their daily activities. Research, in particular the FIBA case study, showed that the CSFs were under the prism of what influenced the accomplishment of satisfaction for each stakeholder. What constituted '*accomplishment of satisfaction*' for different groups indicated what is critical for the success of the sporting event. This approach is consistent with the perception of Wang & Hung (2015) and Bullen & Rockart (1986) that declare that the CSFs should take into account the needs of the stakeholders within an organisation which are different and usually based on their hierarchical level, on their style and their specific areas of responsibility and is closely linked to the perceptions of success for each stakeholder. The above perception about CSFs reflects the opinions of Burger, Saayman, (2009) and Williams, Saayman (2013) who consider that CSFs are the aspects that, if managed from the perspective of all stakeholders, could influence in a significant manner the position and competitive performance and a successful implementation of an organisation within the sector or department in which it operates.

The study adopted the definition of a CSF as is defined by Rockart who stated:

*“for any organisation, the limited number of areas in which results, if they are satisfactory, will ensure successful complete performance for the organisation. They are the few key areas where “things must go right” for the organisation to flourish”. (Rockart).*

Also the above classification is in agreement with research definition which suggests that event professionals defined Critical Success Factors as:

*“All the highly necessary concrete organisational characteristics that can drive the sporting event organisation to develop, improve, and achieve specific organisational goals”.*

So the CSFs can be defined as the areas of the sporting event that are absolutely essential for it to achieve its objectives, ensuring that all the people who will be involved focus on specific topics of the sporting event organisation. Rockart and Bullen (1981) defined the critical success factors as the restricted number of fields in which a positive outcome would result in “successful competitive performance” for an employee, an organisational unit and an organisation as a whole. Comparing the above definitions of CSFs the research definition goes a step further because it presents more specifically and accurately the organisational necessity that the CSFs must take place during the whole organisational process and especially for the sport event organisation. The definition of research makes it clear that in sport event organisation not only must the CSFs be recognised and identified in the critical success organisational areas but the event organisers must focus on the CSFs during all the organisational process to be able to develop and improve every critical success factor that could influence the success of specific organisational goals. This approach provides a new organisational approach for the sport event organisation that propose the CSFs to drive each organisational decision to be done well day-in and day-out by all the stakeholders so as the CSFs can be the key driving force behind the effectiveness and efficiency of the sport event organisation. Thus, the definition established by the research reflects previous definitions that state that CSFs could be defined as the set of existing potentialities in the process of reaching a goal, based on premises that, when favourable, assure a positive results, and, when not favourable, lead to dissatisfaction (Bessr & Miller, 2011; Kee 2012; Lin, 2016). The research found that each one of these eight Critical Success Factors areas could be broken down into the critical success factors for further analysis and evaluation of the key performance indicators, which are used to accurately measure actions, roles, responsibilities, and behaviours from each critical success factor that was identified for each sporting event organisation. This funding is consistent with Berry, Seiders, & Greshan, (1997 ;) Brotherton & Shaw, (1996, p. 114 ;) Duchessi, Schaninger, & Hobbs, (1989 ;) Van der Meer & Calori, (1989), approach who state that CSFs are able to provide a framework that will identify the things that an organisation must do and by selecting and identifying CSFs at the strategic level, the organisation can then develop a hierarchy of CSFs to inform operational and program planning levels. Also, the CSFs for an organisation can act as guiding force that ensure that all the stakeholders, every day,

treat activities that align well with the CSFs as a priority (Permenter 2015). Before the creation of the CSFs framework sporting event organisers need to have grouped and classified individual success factors and through this classification they clearly will be able to categorise certain CSFs in organisational areas. This had been previously noted by Morris (2013) who considered that CSFs can support an organisation to meet the specific stakeholder's requirements for each organisational area that is more critical than delivering on time, on budget and to scope. Also the above approach was consistent with the interesting finding of the FINA case study results that each critical success factor belonged to a particular category that significantly influenced the sporting event and interacted with all levels of the sporting event organisation. The research also showed that by analysing the key performance indicators, the organisers were able to evaluate and demonstrate that the results were in agreement with the aims that the sporting event organisation had set for every critical organisational factor and that the key performance indicators in an organisation should be linked to success factors and the CSFs at the same time while the key performance indicators can be found after that the CSFs are determined. This is compatible with the perception that the focus on the specific set of CSFs that is connected with performance measures or key performance indicators, is typically more effective than a very broad list of factors and dispersed set (Bourne et al., 2003; Bai et al., 2010). As shown by the FIBA case study, a comprehensive approach to the critical success factors could support the sporting event organisation to be more effective and efficient in order to achieve the goals that had been set. This reflects research that CSFs are essential for the success of any organisational process, pointing out that through the identification and analysis of the importance of each factor the organisation would be able to create value helping the stakeholders to adhere to the contexts under which the projects are being developed (The Global Green Growth Forum, 2012). It is closely connected with the Pfeffer and Gengler (1998) perception that CSFs must be directly related to strategic and business plan objectives and goals, and each CSF must be associated with one or more Key Performance Indicators (KPI) that provide the measure and the standard of performance or allowable variance from planned performance. The relationship between critical success factors and KPIs is vital because if the organisation determines the CSFs it is very easy to find the organisation KPIs (Parmenter 2015).

Identifying and specifying how the monitoring and measurement of every CSF will be done with the agreement of the organisational committee and the stakeholders, will ensure that the organisers will receive accurate information about the progress that has been made towards the

achievement of the CSFs targets, goals, and objectives. This perception is in agreement with the opinions that consider the CSFs need to be formulated on specific KPIs which are affected by a number of variables (Ahsan & Gunawan, 2010; Kaliba et al., 2009; Koushki, Al-rashid, & Kartam, 2005) which are relied on the stakeholders managerial perceptions that determine which measures should be selected, which parameters, links processes to specific critical performance measures (Adams et.al., 1995; Franceschini et al., 2009). As the Lausanne Triathlon case study results showed, the level of collaboration between the members of the organisational committee is essential to efficiently and effectively reach the objectives and the tasks that they have set. In parallel, the interaction between the members of the organisational committee and the other stakeholders constituted a crucial process that influenced the success or failure of how the organisers approached and implemented information exchange and sharing. This is in alignment with the opinion that the specialisation of CSFs of an organisation could ensure the engagement of the cooperative relationships between all stakeholders in order to be able to recognise the similarities and differences so as to obtain better results than those the organisation would obtain individually by sharing specific resources and valuable knowledge (Hung & Chang, 2012, Hong & Vai, 2008). Continuous monitoring and re-evaluation of the CSFs to ensure that the aims will be achieved, is necessary for the organisers to safeguard the success of the sporting event. The evaluation of each CSF is necessary to agree both with the participating stakeholders and the event organisation in order to have the opportunity to process feedback. The evaluation of the critical success factors, as shown from the UEFA case study, is based on the control of the successful fulfilment of goals and objectives that the event organisers have set in the initial organisational phase, and it is substantial because it gave the organisers the opportunity to use the evaluation data to improve their organisational process, while helping them to take the most appropriate decisions in order to achieve the goals of the sporting event. Also, the evaluation of CSFs can constitute a significant source of all meaningful performance measures that inherently carry a link of the daily activities to the organisational strategy measuring how all the stakeholders in the sport event organisation have aligned their tasks, activities and objectives with the CSFs. This perception about CSFs is closely connected to the opinion that CSFs could help the decision-makers to focus their attention on critical processes (Chen & Karami, 2010; Dasanayaka, 2012; Road, 2010). The UEFA case study results also showed that the CSFs evaluation could be used as a tool to receive as much information as possible from all stakeholders, and consequently evaluate the level of accomplishment that is acceptable from both organisers and stakeholders. In addition, the results pointed out that the evaluation of the CSFs can be identified from the organisational



committee and stakeholders' expectations in building a relationship which is based on mutual interest and respect, and one that also generates a knowledge database from past events that can be used to continuously improve the sporting event organisation. These results are in agreement with the perception that CSFs are able to identify and set the conditions and capabilities that could help an organisation to achieve their objectives, focus on what is really important, leveraging their actions within a cooperative context improving the network competition dynamics as a whole (Besser & Miller, 2011; Chen & Kerami, 2010; Dasanayaka, 2012; Kee, 2012; Lin, 2016; Road, 2010).

This evaluation approach is needed to ensure that every critical success factor is actually critical and provides clear information about the satisfaction of the organisers and the stakeholders according to the successful completion of the sporting event, taking into consideration all the tangible, intangible, internal and external aspects of each factor that can influence the sporting event organisation. This analytical approach can support the event organisers and the stakeholders to be more specific in obtaining sufficient know-how about the CSFs that can influence the decision making for the most appropriate actions for the success of the sporting event. In parallel, understanding and defining the organisation's critical success factors and deriving performance measures from them, the sport event organisation can create an alignment about what the organisers and the stakeholders need to know in order to ensure a successful event organisation. According to the UEFA case study results, the understanding of which stakeholder's participation is crucial for the success of the sporting event, can help the event organisers to approach them and take into account their specific features and needs that could influence their efficient and effective participation in the sporting event, ensuring at the same time the sustainability of the sporting event. As shown in the UEFA case study results, taking into consideration the perceptions and the needs of every stakeholder can help the organisers to improve their organisational level in order to provide the best possible environment for all stakeholders. These results are consistent with the perception that the understanding of CSFs by the stakeholders provides the opportunity to focus in the most important areas, which could lead to the successful delivery of the objectives (Gupta & Agrawal, 2013). It was also recognised that it is necessary for the event organisers to understand the specific interests of each stakeholder, to ensure that they will find all of the elements that are critical for them during their participation. Moreover, the results of the UEFA study showed that the stakeholders' perceptions are considered to be critical because they can use it as a tool in order to help the organisers to collect opinions, ideas, and proposals for many organisational areas in order to create a more effective and efficient plan for every stakeholder separately. This is in line with

Russell's (2008) perception that as CSFs identify specific stakeholders' priorities, they may assist the organisation to improve its processes to reduce the costs of project failure. Another significant result from the UEFA case study was that, through the stakeholders' approach, the event organisers have the possibility to maximise the interest, credibility, and respect of the stakeholders for the sporting event, creating a stable framework that makes them more willing to participate in the sporting event thus increasing the possibility of a successful event. Because by measuring within the CSFs the sport event organisation will be consistent with the resultant accumulation of visible results that will lead to a line-up of people energized by the results (Collins 2004). This approach is consistent with the perception of Belassi and Tukel (1996) who state different people perceive success differently, it is difficult to provide an absolute determination of the projects success. Also the above findings of the study agree with Van der Heijden (1996) perception that state that the CSFs can produce tangible results providing a process that helps an organisation establish strong ways of thinking, communicating and making decisions.

Through an adequate evaluation approach to each CSF, the organisation will also obtain the opportunity to receive precise feedback to be able to adequately anticipate problems with the initial stage, oversee the corrective actions, and ensure that no deficiencies are overlooked during the event organisation. This will also support the implementation process, and help to foresee where these potential problems may occur. Determining the CSFs in a sport event organisation can help the organisers and the other stakeholders to see where they must focus and measure development and what must be accomplished to successfully achieve the objectives of the organisation. The precise implementation and successful evaluation of the CSFs is directly connected to the performance indicators which could help and support the organisers to understand how to effectively implement every critical success factor that exists in each CSF area, and give the organisers the opportunity to make informed decisions for each CSF. The determination of CSFs and key performance indicators is part of the same foundation that can support all performance measurement systems. Because for each CSF, it is necessary to develop one or more measures that track performance. This is why the KPIs are useful for monitoring progress towards specific goals rather than focusing solely on the goal (Phylipsen 2010). An interesting finding of the research, especially from the UEFA case study results, is that an evaluation plan for the CSFs can be used in order to analyse and evaluate very detailed organisational aspects of the sporting event, through the elaboration on information received from the stakeholders. This process can ensure how well the intended purposes are executed from each organisational department that has collected specific information from different

resources. This result is consistent with the work of Yun, Choi, de Oliveira, and Mulva (2015) that consider key performance indicators must be connected with the phase-based benchmarking under the categories of cost, schedule, efficiency, staffing, procurement and safety performance in order to provide more precise and accurate measurements.

The UEFA results also showed that by accurately analysing and evaluating individual organisational issues for the sporting event, it may be possible to develop a comprehensive and full picture in order to improve the organisational plan for the future sporting events. In a similar vein, Rockart and Van Bullen (1986) stated that evaluation of CSFs is used to monitor key issues over a larger time frame. This is often carried out through the use of key performance indicators (KPI), which are frequently used to quantify objectives and enable the measurement of strategic performance. Also, by analysing and evaluating the KPIs that are more focused to the strategic and operational dimensions, the organisation has the opportunity to use correlations and various multivariate statistical techniques so as to provide the best information (Coskun & Bayyurt, 2008; Rodriguez et al., 2009).

Through the identification of the critical success factors the sporting event organisational committee has the opportunity to create a common framework of reference in order to help the organisers to understand what is most important, and evaluate each factor that could influence the success of the event taking into account in parallel the life cycle of the critical success factors, something which is not static but dynamic and a continuous process which often changes. Such an approach can show that there is a degree of interrelation between the different critical success factors during the different stages of the sporting event organisation. As Alias et al. (2014) states CSFs are the inputs to the project management practice which can lead directly or indirectly to project success. According to the FINA case study results, the great number of actions and activities that every stakeholder has to take into consideration means the critical success factors influenced the sporting event in many organisational areas. An interesting finding of the research was that different stakeholders identified different critical success factors and set different goals for each factor in order to successfully implement their priorities. This statement has been confirmed by Amadel (2015) that stated that CSFs are the few key factors that each manager should prioritize in order to achieve his/her goals for current or future areas of activity. The FINA case study research also found that it was normal for every stakeholder and department to look for different CSFs during the sporting event, following a subjective way of setting priorities but having a unique common goal: to successfully implement their planning of CSFs. Every stakeholder follows their needs when they set the CSFs for the sporting event, and this choice influences their opinion and

differentiates their actions. This is consistent with opinion that the decision making process for an organisation is a very complex process, because it must take into consideration many factors for each stakeholder so as to ensure that it will achieve successfully its goals and that complexity can be reduced by the application of CSFs (Bai and Sakris 2013). The factors will also support the structure of the entire organisation in successfully performing their specific organisational responsibilities and procedures that will lead them towards the same aims. Each CSF must be strongly connected to the objectives that the organisers have set, as well as how the event organisation will achieve implementation and monitor the critical success factors in each life cycle phase of the event in order to achieve a successful completion. The results of the FINA case study pointed out that the identification of the CSFs from all stakeholders represented their priorities for the sporting event, making all the participants aware of the areas where they must perform well, and try to reduce overlaps and mismanagement during the sporting event. Taking into consideration the different stages of the life cycle in a sporting event organisation is a valuable tool for better understanding each critical success factor through each distinct phase, because it is important for an event organisation to take into consideration the criticality of interrelated activities that are required in the different stages. The findings of the above approaches are consistent with Belassi & Tukel (1996) and Parnell (2006) who state that in order to be most effective, CSFs should be linked together to provide effective coordination between the different plans and developing this hierarchy reduces organisational ambiguity. Such a potential framework makes it feasible to set priorities and to utilize resources in the most effective way because grouped and classified individual success factors and through this classification clearly identify what category certain CSFs belong to

### 15.3 Macro-level perspectives

The third objective was to propose a framework of CSFs that are relevant to sporting events in order to develop a broader and deeper understanding of how to best deliver a successful sporting event. This objective is approached through in the macro perspective with the factors that could impact at the global level the sport event industry. For this primary and secondary objective this study showed that it is possible to identify a framework of CSFs areas that events have in common, but because of the specific character of each sporting event it was not possible to identify and produce a detailed framework based on a conceptual model which will include all the organisational aspects that are necessary for the CSFs to support the event organisation, as shown in Figure 69. According to this conceptual model it is important for a sporting event

to identify its vision and mission in order to set clear objectives for the future, and to have an organisational map about how the organising committee will fulfil its aims and goals, while taking into consideration the expectations of the diverse stakeholders that are involved in the sporting event. In line with the above findings, Fortune & White (2006) also state that a framework of CSFs which takes into consideration the inter-relationships between factors, are at least as important as the individual factors that are associated with project success. This can help organisations to be more successful in project delivery because according to Fortune and White (2006), such a model can be used as a framing device to deliver the benefits of taking into account critical success factors.

The identification and evaluation of the organisational factors of the sporting event which are decisive for achieving success must be a priority for the event organisers. The success factors must provide specific information about the level of the overall accomplishment in regards to the general goals. Meeting the general expectations of all stakeholders can be measured and monitored through their categorisation into qualitative and quantitative factors that influence the success of the sporting event organisation from the beginning till the end of the life cycles of the project.

The recognition and identification of the critical management areas for the success of the sporting event must be realised through a continuous and solid approach during the sporting event life-cycle, following in parallel specific and accurate measures. The critical success factors constitute the key areas that are essential for a sporting event organisation to accomplish its mission and allow each stakeholder to follow the successful implementation of each factor. The clear definition of the factors that constitute critical success areas including comprehensive, specific, and documented metrics and measures of success before the beginning of the sporting event is a necessary process that may ensure the successful implementation of the event. This approach will help all the participants of the sporting event to know what is most important, helping them to fulfil their responsibilities following a specific frame of the same aims which focus on the most relevant factors. This is in line with that Iram (2016) stated that the effective and efficient management of critical success factors is the basic requirement of the project success. For this reason, a framework of the critical areas of success will be produced, that includes the organisational, financial, communicational, sporting community, technical, technological, stakeholders, governmental and public support. Each critical area of success is composed of a series of specific critical success factors which interact with all the factors from every specific area during the different life-cycle stages of the sporting event, reflecting the work of Khang and Moe (2008).

After analysing the critical success factors, the next step is to identify what issues, plans, and strategies may get in the way of achieving the strategic objectives of the sporting event organisation. The analysis of the issues that can disrupt the successful implementation of the sporting event and the immediate reaction to any difficulty, constituted the main goal of the sporting event to meet the objectives that were established at the beginning of the event. A specific strategic management framework, which measures the Critical Success Factors for each goal, will allow the sporting event organisation to understand whether they have taken the right actions to achieve their aims. The strategic plan which is based on the Critical Success Factors can also ensure that the organisational plan of the sporting event committee is implemented according to this plan, but also that this plan is reliable, proper, and consistent according to the stakeholders' perceptions and requirements. This approach is compatible with the perception that states, the understanding of the CSFs can increase the chances of the success of a project through the systematically and quantitatively assess of the critical factors, anticipating possible effects, and then choose appropriate methods dealing with them (Baccarini 2009).

The life cycle of the key performance indicators provides a clear sequence between the objectives, targets, tasks, action plans, and measures that will take place during the event organisation. The selection by the event organisers of the correct and most relevant key performance indicators for each critical success factor of each critical success area of the sporting event can enable them to measure and evaluate the success and accomplishment of the targets and goals. The differentiation of key performance indicators for every factor during the life-cycle of the event is a necessary predefined approach to establish that the measures are focused on specific goals and targets. Such an approach will give the organisers the opportunity to evaluate, analyse, manage, and create a framework which is based on specific data that, through the identified Critical Success Factors, will help the organisers to focus on what is to be achieved and how they will achieve it. This approach is in line with the perceptions that KPIs are frequently used to monitor the progress towards specific goals for the evaluation of CSFs and understand where and how the organisation is moving (Rockart & Bullen, 1986; Phylipsen , 2010; Galleto, Maisano & Franceschini, 2007).

The evaluation of the CSFs conceptual model of a sporting event is a constant and continuous process that each area of the Critical Success Factors must continuously measure, thus providing specific information and feedback for best organisation of every goal set. The identification of the proper and appropriate performance measures for each CSF of each goal is essential for the event organisers to be able to have a timely and clear image about the level

of achievement of the goals, since each goal and CSF may have multiple parameters that need to be measured. This ongoing approach can ensure that the evaluation process will be aligned with the goals and objectives of the sporting event organisation, and will be defined through specific dimensions of the necessary measures that need to be reported. Srimathi (2017) stated the critical success factors as “important influences that contribute to project success”. The precise, right, valuable, and timely information from the evaluation can help the organisers to analyse all the complexities of each organisational goal by implementing the most appropriate management approach in order to achieve success for the sporting event. However it is most important, before the evaluation of the CSFs starts, to define the process that will be used by the organisers to make sure that they receive data from the right sources and communicate it to the end user. Such an approach demands a predefined agreement with all stakeholders about the functional and technological needs that will be followed by the organisational committee in order to effectively and efficiently use all the received information. . Westerveld (2003) stated that the selection of CSFs at the outset of a project and clarify the success criteria according so that all stakeholders appear to agree on it is a vital ways to improve the efficiency and the effectiveness of the project. Through such an approach the event organisers will have the opportunity to accurately evaluate the identified CSFs of the planned goals, in line with the forecast that the event organisers expected for each specific goal. This is in line with the perception that state knowing the organisers and stakeholders the CSFs is seen as fundamental to knowing what to measure (Parmenter 2015).

The CSFs can further help the sporting event organisation if they are used in a specific framework that takes into consideration the life cycle of the sporting event in order to support the event organisers to better conceptualise the successful implementation of each Critical Success Area of the sporting event organisation, taking in parallel the necessary information from the key performance indicators from critical success factors which are measures that can be tied to a different stakeholders working closely together for a common purpose telling to the management how the organisation is performing in their CSFs and by monitoring them the organisation is able to increase performance dramatically (Parmenter 2015). A successful model of the CSFs implementation must also take into consideration the life cycle evaluation of the critical success factors, which is a dynamic and continuous process that shows the degree of interrelation between the different critical success factors areas during the different stages of the sporting event organisation.

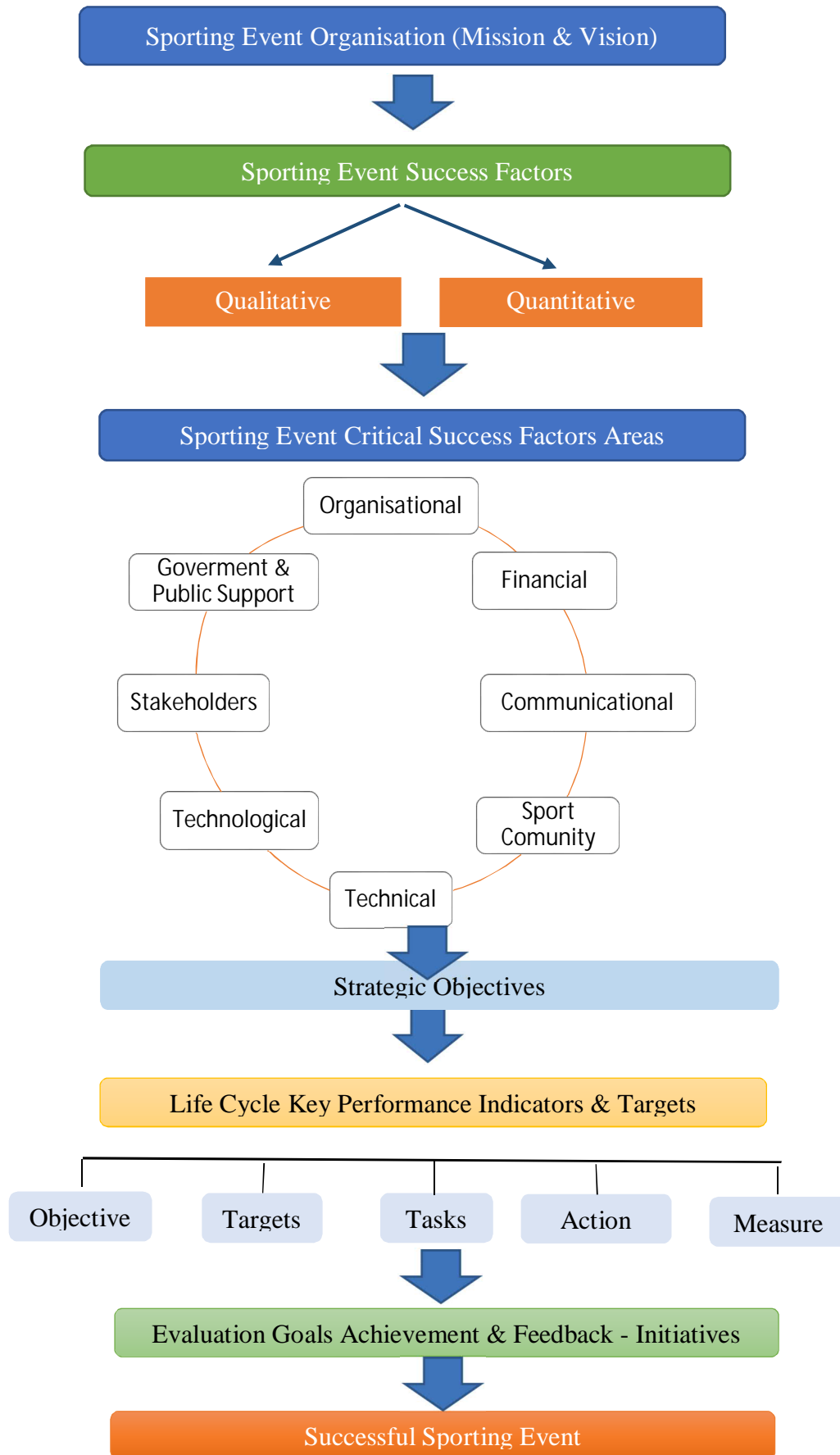


Figure 64. Conceptual Model of Sporting Event CSFs Implementation



There are two main limitations to this research which required strategies to address the potential for weakness in the research. This first is that there is little research, data and papers about CSFs in sport event organisation and thus, there was a reliance on the business and management literature that set out research that had used CSFs during the successful implementation of different types of projects. The lack of sport specific material references was addressed by the analysis and the elaboration of scientific researches that focused in appropriate business areas such as tourism, service providers, technological, technical, social, educational, and communication organisations. Through this approach, the study focused on scientific research about the importance that the CSFs play on the successful implementation of projects and gave the researcher the opportunity to consider the transfer of CSFs principles to the field of sport event organisation.

Second, due to time and resource constraints, the sample was limited to five (5) organisations and twenty two (22) participants), which obviously provides little basis for scientific generalisation. The limited number of samples was overcome using the case study methodology which gave the opportunity to investigate in depth, the parameters, analysing the information that was received by experts, professionals and volunteers with prodigious experience in sport event organisations. The participants of the sports events were purposively selected because of their professional role in the International sport organisations, while for the hallmark sports events they were selected due to their long-term experience and their responsibilities during the event organisation. Thus, the research provides a rich picture of the management of various events, leading to a framework of CFS that can now be subject to further research.

## **16. The Contribution of the Research to Existing Knowledge**

The current PhD thesis aims to relook and redefine the concept of sports events organisation as much as possible from a new perspective. This study recognises that there is an organisational chasm between the knowledge of the successful sports events organisation and the impact that could have on the success the use of the Critical Success Factors during the sports events organisations. Understanding the structures and process of the constant changes in the sports events organisation this study is expected to lead to an increased focus on a Critical Success Factors developing a framework through which will support the qualitative improvement and implementation of the sports events.

The expected contribution from this study, based on the findings of the survey, is about creating a more effective evidence-based approach on how a new organisational perspective can contribute to the better sports event organisation. In more detail:

1. The study provides a useful basis for sports events organisation that connects the identified success factors that could influence the sports events with the Critical Success Factors as a closely connected organisational set. This basis is important for a sporting event because could identify its vision and mission in order to set clear objectives for the future, and to have an organisational map about how the organising committee will fulfil its aims and goals, while taking into consideration the expectations of the diverse stakeholders that are involved in the sporting event. The identification and evaluation of the organisational factors of the sporting event which are decisive for achieving success must be a priority for the event organisers. The success factors must provide specific information about the level of the overall accomplishment in regards to the general goals so as to drive the sports events organisers to select the most crucial factors for the success of the sport event. Meeting the general expectations of all stakeholders can be measured and monitored through their categorisation into qualitative and quantitative factors that influence the success of the sporting event organisation providing a clear basis for the CSFs identification.
2. One of the important contributions of the study is the recognition and identification of the critical management areas for the success of the sporting event that must be realised through a continuous and solid approach during the sporting event life-cycle, following in parallel specific and accurate measures. The critical success factors constitute the key areas that are essential for a sporting event organisation to accomplish its mission and allow each stakeholder to follow the successful implementation of each factor. The

clear definition of the factors that constitute critical success areas including comprehensive, specific, and documented metrics and measures of success before the beginning of the sporting event is a necessary process that may ensure the successful implementation of the event. This approach will help all the participants of the sporting event to know what is most important, helping them to fulfil their responsibilities following a specific frame of the same aims which focus on the most relevant factors. For this reason, a framework of the critical areas of success is produced and includes the organisational, financial, communicational, sporting community, technical, technological, stakeholders, governmental and public support. Each critical area of success is composed of a series of specific critical success factors which interact with all the factors from every specific area during the different life-cycle stages of the sporting event.

3. This study also provides a reference of what issues, plans, and strategies may get in the way of achieving the strategic objectives of the sporting event organisation. The analysis of the issues that can disrupt the successful implementation of the sporting event and the immediate reaction to any difficulty, constituted the main goal of the sporting event to meet the objectives that were established at the beginning of the event. A specific strategic management framework, which measures the Critical Success Factors for each goal, will allow the sporting event organisation to understand whether they have taken the right actions to achieve their aims. The strategic plan which is based on the Critical Success Factors can also ensure that the organisational plan of the sporting event committee is implemented according to this plan, but also that this plan is reliable, proper, and consistent according to the stakeholders' perceptions and requirements (figure 70).
4. Another contribution from this study is that it provides guidelines of the CSFs life cycle which, through the key performance indicators, provides a clear sequence between the objectives, targets, tasks, action plans, and measures that will take place during the event organisation. The selection by the event organisers of the correct and most relevant key performance indicators for each critical success factor of each critical success area of the sporting event can enable them to measure and evaluate the success and accomplishment of the targets and goals. The differentiation of key performance indicators for every factor during the life-cycle of the event is a necessary predefined approach to establish that the measures are focused on specific goals and targets. Such an approach will give the organisers the opportunity to evaluate, analyse, manage, and

create a framework which is based on specific data that, through the identified Critical Success Factors, will help the organisers to focus on what is to be achieved and how they will achieve it. With guidance for the identification of metrics and KPIs, and through using tools like dashboard reporting from the balanced scorecard system, it should be possible to get specific feedback for every organisational aspect which could influence the success of sporting event organisation.

5. The study also provides an issue based model (figure 69) which can be used for the evaluation of the CSFs of a sporting event through a constant and continuous process that each area of the Critical Success Factors must continuously measure, thus providing specific information and feedback for best organisation of every goal set. The identification of the proper and appropriate performance measures for each CSF of each goal is essential for the event organisers to be able to have a timely and clear image about the level of achievement of the goals, since each goal and CSF may have multiple parameters that need to be measured. This ongoing approach can ensure that the evaluation process will be aligned with the goals and objectives of the sporting event organisation, and will be defined through specific dimensions of the necessary measures that need to be reported. The precise, right, valuable, and timely information from the evaluation can help the organisers to analyse all the complexities of each organisational goal by implementing the most appropriate management approach in order to achieve success for the sporting event. However it is most important, before the evaluation of the CSFs starts, to define the process that will be used by the organisers to make sure that they receive data from the right sources and communicate it to the end user. Such an approach demands a predefined agreement with all stakeholders about the functional and technological needs that will be followed by the organisational committee in order to effectively and efficiently use all the received information. Through such an approach the event organisers will have the opportunity to accurately evaluate the identified CSFs of the planned goals, in line with the forecast that the event organisers expected for each specific goal. If it is desired to more precisely develop this model, it will be necessary to evaluate the critical success factors areas from the KPIs that provided significant information about the sporting event organisation segmented in a percentage or the number of actions adhering to the schedule, and the number, and adhering to the roles, responsibilities, and behaviours. This categorisation can include quantitative, qualitative, and actionable indicators measuring how well the organisation, or an individual, performs an operational, tactical,

or strategic activity that is critical for the success of the sporting event organisation. The proposed KPIs can be rolled up into a single KPI, because many of these indicators are derived from a wide range of several metrics in order to provide more accurate information for each critical success factor during the different stages of the life cycle of the sporting event. The KPIs from each critical success factor can be analysed, controlled, and measured using the balanced scorecard systems. Following the balanced scorecard system would allow the event organisers to evaluate the achievements of the targets of the organisational committee from every KPI, in order to have a clear approach for each organisational aspect and be able to take the most appropriate initiatives for each CSF.

6. Also the study provides a framework for the determination of the CSFs from each CSF area that can support the sporting event organisation in following very accurate actions in order to keep track of the implementation progress through specific measurements for every Critical Success Factor.

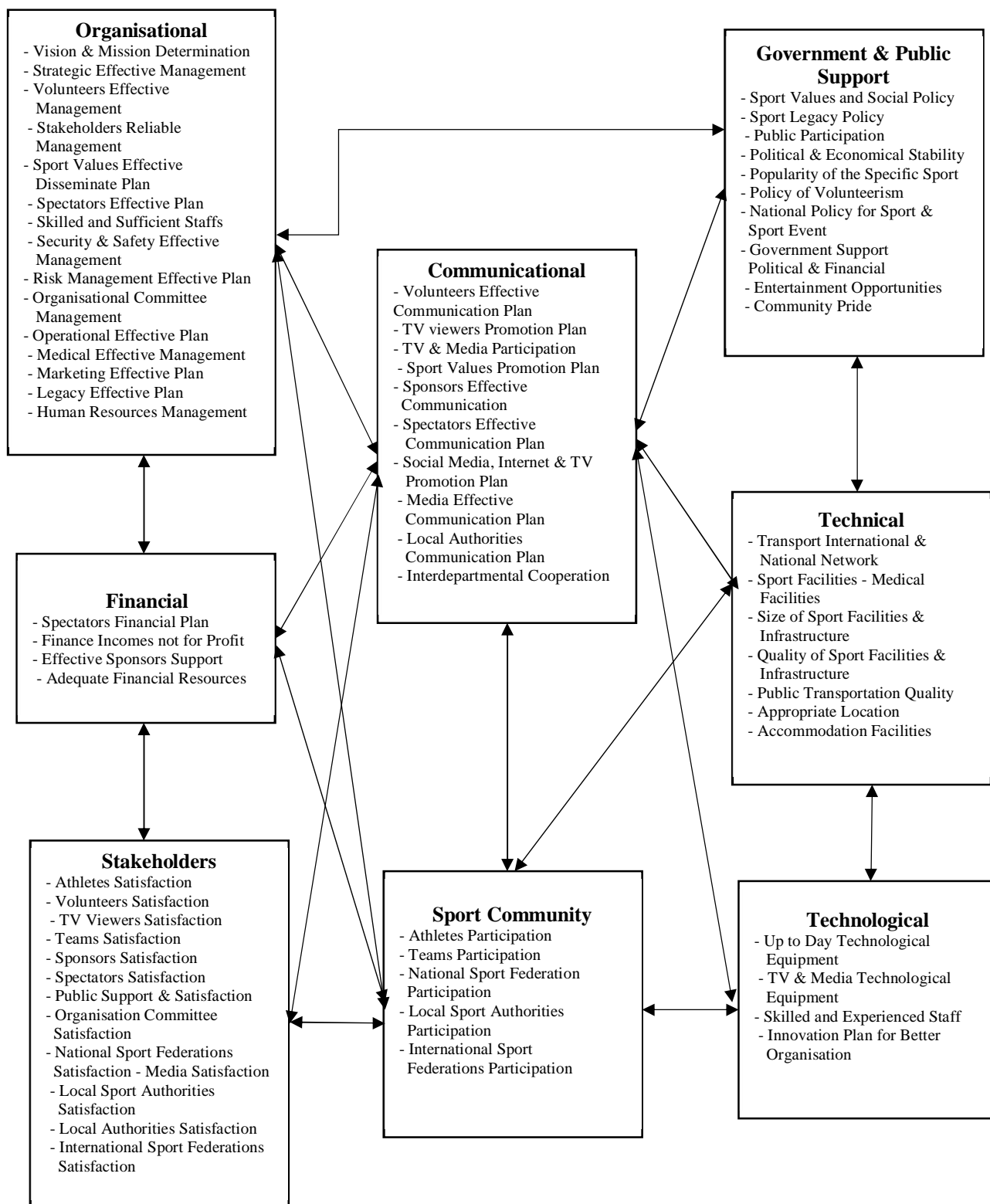


Figure 65. Critical Success Factors of CSFs Area

## 17. Conclusion

This study has shown that for a successful sporting event organisation a structured management framework is needed that can explicitly identify the CSFs of the Critical Success Factors areas, precisely determining the critical success factors for each life stage of the sporting event. Implementing the CSFs method for the sporting event organisation can support the event organisers to act more effectively and efficiently, taking into account all necessary parameters for a successful sporting event.

A necessary approach that utilised and adapted in order the research to provide a common conceptual approach analysing a phenomenon at multiple levels through a micro, meso and macro perspective.

The micro level perspectives were approached through those factors that focus on the individual perception of the event managers. The finding of the study showed that the sport event success is closely related to the stakeholders' perceptions. Their opinion about the sport event constitute a significant source of information because they are involved in different organisational areas and have an accurate knowledge about specific aspects from each organisational area. Also this study has shown through the micro perspective that it is important for every sporting event organisation to evaluate each factor that could influence the success of the event, by identifying the specific indicators that can provide precise information about the general acceptable goals that the organisation had initially set.

The meso level perspectives were approached through the factors that impact an organisation in micro and macro-levels. Via this approach the research found that the CSFs could be identified through a map of interests and a list of detailed issues that constitute a connection between micro and macro levels. This perception drives the study to create a framework of eight Critical Success Factors areas which are: the Communication CSFs that are related to effective communication, feedback and communication plan during the event organisation, Government & Public Support CSFs that are related to specific characteristics of the social and geographic area where the sporting event will take place, Financial CSFs that are related to the financial sustainability and adequate resources of the sporting event, Organisational CSFs that are related to the proper planning, operation, project effective management, skilled and efficient staff with clear assignment of roles and responsibilities,, Sporting Community CSFs that are related to the local, national and international sporting unions and federations, Stakeholders CSFs related to the specific needs and interest of all people and teams that are involved in the sporting event

such as athletes, sports teams, media, sponsors, volunteers, etc, Technical CSFs that are related to the appropriate sporting and public infrastructure and Technological CSFs related to up-to-date systems for sporting and public support. Also the research found that the CSFs areas could be a foundation stone for the sport event organisations because these areas able to be conveyed to all stakeholders of the event and used by them to plan and execute their daily activities.

The macro-level perspectives were approached through the factors that could impact the sport event industry at the global level. The findings of the study propose to develop a broader and deeper understanding of how to best deliver a successful sporting event creating a framework of critical success factors. From the macro-level perspectives this study showed that it is possible to identify a framework of CSFs areas that events have in common. Moreover, this study showed that because of the specific characteristics of each sport event and the subjective perceptions of each stakeholder who participates in the sporting events, it was not possible to identify and produce a detailed and common acceptable framework which will include all the CSFs that are necessary for an event organisation. Another significant finding of this study is that through the evaluation of the CSFs conceptual model a sporting event can be a constant and continuous process that each area of the critical success factors must constantly measure, thus providing specific information and feedback for the best organisation of every goal set.

The literature review showed that a project can be completed on time within budget and quality but can be considered as a failure if it did not meet the organisational objectives. This failure could be avoided by following a specific and accurate plan which will pay attention on the identification of the critical success factors areas which are related with success factors of each sport event organisation during the life cycle of the event.

The conceptual model of sporting event critical success implementation can offer a very specific and extensive approach to all aspects of the event, covering all the necessary issues like goal definition, organisation, strategic adjusting, internal and external communication, politics, and budget streaming Determining the CSFs could help the event organisation to see where it must focus measure asserting the criteria for measuring project success to be set out at the beginning of the event and enable to the organisers and stakeholders to work in the same direction. Defining the critical factors that constitute each CSFs areas an organisation is able to develop one or more measures for each critical factor that track performance providing clear assessment of how well the organisation has accomplished its CSFs in order to achieve the objectives of the organisation efficiently and effectively.



## **18. Areas of Future Research**

It may be interesting to investigate if a Critical Success Factors Model for the sporting events can be established in a stable organisational framework, providing in parallel software services. More specifically, this model of CSFs for the sporting event organisations should be able to classify all the information necessary for the CSFs, measure the values of each CSF, and analyse and evaluate the results automatically in order for them to be manageable for all participants of the sporting event, enabling them to quickly correct every target of each factor, thus improving the sporting event organisation. Such a model could provide a more comprehensive guide to stakeholders and organisations when seeking to implement CSFs in the sporting event.

## 19. List of References

- Ahsan, K., & Gunawan, I. (2010).** “Analysis of cost schedule performance of international development projects”. *International Journal of Project Management*, 28(1), 68-78.
- Aicher, T.J., Paule-Koba, A.L. & Newand B.L., 2016,** Sport facility and event management, Jones & Bartlett, Burlington, MA.
- Aldona, Wronka, F., Szoltysek, J., Kotas, M., 2012.** Key success factors of social services organisations in the public sector 1, 2. *Management* 16, 2.
- Alreemy, Z. Chang, V., Walters, R. and Wills, G. (2016).** Critical success factors (CSFs) for information technology governance (ITG), *International Journal of Information Management*, 36, pp 907-916.
- Allen J. et al, Events Beyond (2000).** *What are the Critical Success Factors for Event Management* Australian Centre for Event Management p.20 (2000).
- Allen J. et al, Festival and Special Event Management, 2<sup>nd</sup> Edition,** Queensland, Australia, John Wiley and Sons, Chapters 2,5 and 13 (2002).
- Allen et al. (2005).** Positive Behavioral Support: Definition, Current Status and Future Directions. *Tizard Learning Disability Review*, 10, 2, 4-11.
- Alias, Z, Zawawi EM, Yusof K, Aris NM (2014)** Determining Critical Success Factors of Project Management Practice: A Conceptual Framework. *Procedia-Social and Behavioral Sciences* 153: 61-69.
- Alzahrani, J.I. & Emsley, M.W. (2013).** The impact of Contractor’s Attributes on Construction Project Success: A Post Construction Evaluation. *International Journal of Project Management*, 31,313-322.
- Amade B, Ubani EC, Omajeh Eo, Anita AU (2015)** Critical Success Factors for Public Sector Construction Project Delivery: A Case of Owerri, Imo State. *International Journal of Research in Management, Science and Technology* 3:11-21.
- Ammon, R., Jr., Southall, R. M. & Nagel, M. S. (2010).** Sport facility management: Organizing events and mitigating risks (2nd Ed.). Morgantown, WV: Fitness Information Technology.
- Arce, E.A and Flynn, D.J. (1997)** ‘A case tool to support critical success factors analysis in IT planning and requirements determination’, *Information and Software Technology*, Vol. 39, No. 5, pp.311–321.
- Archer, M.S. (1998),** “Introduction: realism in the social sciences”, in Archer, M.S., Bhaskar, R., Collier, A., Lawson, T. and Norrie.

- Atkinson, R. (1999).** “Project management: cost, time and quality, two best guesses and a phenomenon, it’s time to accept other success criteria”. *International Journal of Project Management*, 17(6), 337-342.
- Baccarini D, Collins A (2003)** Critical Success Factors for Projects, In *Surfing the Waves: Management Challenges; Management Solutions*, Proceedings of the 17<sup>th</sup> Australia & New Zealand Academy of Management (ANZAM) Conference, Brown A editor. Fremantle, Western Australia.
- Baccarini D (2009)** Critical Success Factors in Construction Engineering Projects: A Case Study. AIPM09 Refereed Paper 1-14.
- Bai, C., Sarkis, J., 2010.** Integrating sustainability into supplier selection with grey system and rough set methodologies. *Int. J. Prod. Econ.* 124, 252-264.
- Bai, C., Sakris, J., 2013.** A grey-based DEMATEL, model for evaluating business process management critical success factors. *Int. J. Prod. Econ.* 146, 281-292.
- Bakker, Karel; Wisotzki, Andreas (2009).** Physical oceanography and hydrochemistry profiles measured on water bottle samples during POLARSTERN cruise ARK-XXII/2.
- Balduck, A.L., Maes, M. and Buelens, M. (2011).** “The social impact of the tour de France: comparisons of residents pre- and post-event perceptions”, *European Sport Management Quarterly*, Vol. 11 No. 2, pp. 91-113.
- Beck et al. (2002).** *Bringing words to life: Robust vocabulary instruction*. New York: Guilford Press.
- Beesley, L.G., & Chalip, L. (2011).** Seeking (and not seeking) to leverage mega-sport events in non-host destinations: The case of Shanghai and the Beijing Olympics. *Journal of Sport & Tourism*, 16(4), 323-344.
- Bell, B & Gallimore, K (2015).** Embracing the games? Leverage and legacy of London 2012 Olympics at the sub-regional level by means of strategic partnerships. *Leisure Studies*.
- Belassi & Tukel (1996).** A new framework for determining critical success/failure factors in projects *International Journal of Project Management* Vol. 14, No. 3, pp. 141-151, 1996.
- Besser, T.L., Miller, N. (2011).** The structural, social and strategic factors associated with successful business networks. *Entrepreneurship and Regional Development*, 23 (3-4), 113-133.
- Best and Kellner 1997:** *The Postmodern Turn*. New York: Guilford Press/London: Routledge.
- Best and Kellner 2001:** *The Postmodern adventure*. New York: Guilford Press/ London: Routledge.
- Bhaskar, R. (1989)** *Reclaiming Reality: A Critical Introduction to Contemporary*

Philosophy.

**Bogdan, R. C., & Biklen, S.K.** Qualitative research for education: An introduction to theory and methods. Boston: Allyn & Bacon (1992).

**Boynton A.C. and Zmud R. W.** *An assessment of critical success factors*, Sloan Management Review, 26 (4), pp.17-27 (1984).

**Bowdin et al. (2006).** Events management 2<sup>nd</sup> edition. Elsevier Butterworth-Heinemann 2006.

**Bowdin (2011).** Events Management 3<sup>rd</sup> edition. Oxford: Butterworth-Heinemann 2011.

**Briscoe, D B and Claus, L M (2008)** Employee performance management: policies and practices in multinational enterprises, in Performance Management Systems:

**Böhlke N., and Robinson, L. (2009).** “Benchmarking of elite sport systems”, *Management Decision*, Vol 47 Issue:1, pp. 67-84, <https://doi.org/10.1108/00251740910929704>.

**Bruno, A.V. & Leidecker, J.K. (1984).** Identifying and using critical success factors. Long

**Bryman, A. (2016)** Social Research Methods 5<sup>th</sup> Ed Oxford University Press.

**Bull, C. (2006).** Racing cyclists as sports tourists: the experiences and behaviours of a case study group of cyclists in East Kent, England. *Journal of Sport & Tourism*, 11(3/4), 259–274.

**Bullen C.V.** *Productivity CSFs for knowledge workers*, *Information Strategy: The Executive’s Journal*. 12(1), 14-20 (1995).

**Burger, C.V. & Saavman, M., (2009),** “Key success factors in managing a conference centre in South Africa” *South African Journal for Research in Sport, Physical Education and Recreation* 31(2), 15-28.

**Coakley, J. & Souza, D.L. (2013).** Sport Mega-Events: Can Legacies and Development Be Equitable and Sustainable?

**Colauto, R.D., Goncalves, C.M., Beuren, I.M., & Dos Santos, N. (2004).** The critical success factors as support of a system of competitive intelligence: The case of one Brazilian company. *Revista de Administracao Mackenzie*, 5(2), 119-146.

**Chalip, L., et al. (2017).** Creating sport participation from sport events: making it happen. *International Journal of Sport Policy*.

**Chappelet, (2012).** Mega sporting event legacies: A multifaceted concept.

**Chavis, S. (2008).** Branding sports events: Creating a sports event identity that lasts. *Sports Events* 5(2): 22-23.

**Chan, A.P.C., Scott, D. and Chan, A.P.L. (2004).** “Factors affecting the success of a construction project.” *Journal of Construction Engineering Management*, 130(1), 153-15.

- Chen, D., & Karami, A. (2010).** Critical success factors for inter-firm technological co-operation: An empirical study of high-tech SMEs in China. *International Journal of Technology Management*, 51 (2), 282-299.
- Chen, L. (2015).** The world's largest tech companies: Apple beats Samsung, Microsoft, Google.
- Chennamaneni, P.R., & Desiraju, R. (2011).** Co-marketing alliances: Should you contract on actions or outcomes? *Management Science*, 57(4), 752-762.
- Chung, K.H. *Management: Critical success factors***, Newton, MA: Allyn and Bacon, Inc. (1987).
- Clarke, A. (1999).** A Practical use of key success factors to improve the effectiveness of project management, *International Journal of project management*, 17(3):139-145. Cleland D.
- Cleland, D. I., & King, W.R. (Eds) *Critical success factors in effective project implementation*** (Chapter 20). In *Project management handbook* (2<sup>nd</sup> ed., pp. 479-512). New York: Van Nostrand Reinhold, (1988).
- Cserhati, G & Szabo, L. (2014).** The relationship between success criteria and success factors in organisational event projects. *International Journal of Project Management*, 32(4) 613-624.
- Collins, A., Jones, C., & Munday, M. (2009)** "Assessing the environmental impacts of mega sporting events: Two options?", *Tourism Management*, 30(6), pp. 828-837.
- Cooper, R.G., & Kleinschmidt, E.J., *Winning businesses in product development: The critical success factors***. *Research – Technology Management*, 39(4), 18-29 (1996).
- Coskun, A., Bayyurt, N., 2008.** Measurement frequency of performance indicators and satisfaction on corporate performance: a survey on manufacturing companies. *European Journal of Economics, Finance and Administrative Sciences* 13, 79-87.
- Creswell, J. W. *Mixed method research: Introduction and application***. In G.J.Cizel (Ed.). *Handbook of educational policy* (pp.455-472). San Diego, CA, Academic Press, (1999).
- Crotty, M. (1998).** *The foundations of social research meaning and perspective in the research process*. Thousand Oaks, Calif: Sage Publications.
- Dahl, J. (2014).** Conceptualizing coopetition as a process: An outline of change in cooperative and competitive interactions. *Industrial Marketing Management*, 43(2), 271-279.
- Daniel, D. R., *Management Information Crisis***, Harvard Business Review September-October (1961).
- Daniel, D.R, *Reorganizing for Results***, Harvard Business Review, Vol. 44 (6), pp. 96-104 (1966).

- Dasanayaka, S. W. S. B. (2012).** Critical success factors affecting the development of clusters for small and medium scale information technology firms in Sri Lanka. *International Journal of Entrepreneurship and Small Business*, 17(1), 118.
- Dasgupta, M., Gupta, R.K., Sahay, A. (2011).** Linking technological innovation, technology strategy and organizational factors: A review. *Global Business Review*, 12 (2), 257-277.
- Daston, L., & Peter Galison, P. (2007).** Objectivity. New York: Zone Books.
- Deros, B.M., S.M. Yusof and A.M. Salleh, 2006.** A survey on critical factors and problems in implementing benchmarking towards achieving business competitiveness in SMEs. *J. Kejuruteraan*, 18: 29-37.
- De Vos (2011).** Research at Grass Roots- for the Social Sciences and Human Service Professions.
- De Bosscher, V., de Knop, P., van Bottenburg, M., and Shibli, S. (2008).** *The Global Sporting Arms Race*. Oxford: Meyer and Meyer Sport.
- De Bosscher, V., de Knop, P., van Bottenburg, M., and Shibli, S. (2006).** A conceptual framework for analysing sports policy factors leading to international sporting success. *European Sport Management Quarterly*, 6, 185-215.
- Denscombe M. (2010).** The Good Research Guide for small-scale social research projects. Fourth Edition.
- Dickinson R.A., Ferguson C.R and Sircar S.,** *Critical Success Factors and Small Business*, American Journal of Small Business, Vol. 8 (3), pp. 49-57, (1984).
- Dickinson R.A., Ferguson C.R and Sircar S,** *Setting Priorities with CSFs*, Business, Vol. 35 (2), pp. 44-47 (1985).
- Dora et al., (2013) M. Dora, M. Kumar, D.V. Goubergen, A. Molnar, X. Gellynck.** Operational performance and critical success factors of lean manufacturing in European food processing SMEs. *Trends Food Sci. Technol.*, 31 (20) (2013), pp. 156-164.
- Duchessi, P., Schaninger, C.M. and Hobbs, D.R. (1989).** 'Implementing a Manufacturing Planning and Control System', *California Management Review*, 31(3), 75-90.
- Egger, M. (2014).** Event operations and project management. In Beech, J., Kaiser, S. & Kapsar, R. *The business of events management*, pp 204-231. Pearson Education Limited .Harlow.
- El Sawah, S., Tharwat, A. and Rasmy, M.H. (2008).** "A quantitative model to predict the Egyptian ERP implementation success index", *Business Process Management Journal*, Vol.14 No.3, pp.288-306.
- Engelbrecht, W.H. (2011).** Critical success factors for managing the visitor experience at the Kruger National Park. Potchefstroom, South Africa: North-West University.

**Erasmus, J., Kruger, M., & Saayman, M. (2012).** Finding the key to success: A visitor's perspective at a national arts festival. *Acta Commercil*, 12 (1), 150-172.

**Ericksen, Jeff, and Lee Dyer.** "Right from the start: Exploring the Effects of Early Team Events on Subsequent Project", *Administrative Science Quarterly*, 49, 438-471 (2004).

**Esteves, J. and J. Pastor** "Organisational and technological critical success factors behaviour along the ERP implementation phases", *ICEIS*, pp.45-53 (2004).

**Fairley, Cardillo and Filo, (2016).**

**Ferguson, C.R. and Dickinson, R. 1982.** 'Critical Success Factors for Directors in the Eighties', *Business Horizons*, May/June, 14-18.

**Ferreira, H. P., & Fernandes, P.O. (2015).** Identification of critical success factors that maximise customer's satisfaction: Multivariate analysis. *Tourism & Management Studies*, 11(1), 164-172.

**Fleisher, C.S & Bensoussan B. (2015).** Business and competitive analysis. Effective application of new and classic methods.

**Franceschini, F., Galetto, M., Turina, E., 2009.** Service quality monitoring by performance indicators: a proposal for a structured methodology. *International Journal of Services and Operations Management* 5 (2), 251-273.

**Freeman, R., & Thomlinson, E (2014).** Mountain bike tourism and community development in British Columbia: Critical success factors for the future. *Tourism Review International*, 18, 9-22.

**Freund, York P.** The Knows and Whys of Critical Success Factors. *The CPA Journal*, Vol. LVII, (5), pp. 30-31 (1987).

**Freund, Y.P. (1988).** 'Critical Success Factors: A Planner's Guide', *The Planning Review*, 16(4), 20-23.

**Fryer K., Antony, J. & Douglas A., (2007).** Critical success factors of continuous improvement in the public sector: A literature review and some key findings. *The TQM Magazine*, Vol. 19 Issue: 5.

**Fortune, Joyce and White, Diana (2006).** Framing of project critical success factors by a systems model. *International Journal of Project Management*, 24(1) pp. 53–65.

**Getz D.** *Event Management and Tourism*. New York, Cognizant, Chapter 1 pp.6. (1997).

**Getz, D. (2008).** Event tourism: Definition, evolution, and research. *Tourism Management*, 29 (3), 403–428.

**Getz D., & Page S., (2016).** *Event Studies. Theory, research and policy for planned events*, 3<sup>rd</sup> Edition. Routledge.

- Gibson, H., Kaplanidou, K. and Kang, S.J. (2012)**, “Small-scale event sport tourism: a case study in sustainable tourism”, *Sport Management Review*, Vol. 15No. 2, pp. 160-170.
- Gilbertson & Taylor, (2015).**
- Glicken, M.D.2003.** Social research: a simple guide. Boston: Allyn and Bacon.
- The Global Green Growth Forum (2012). *Accelerating green growth through public private partnerships.*
- Goatham, R. (2013, February 21).** What is Project Success? – Why Do Projects Fail?
- Goffman E. Frame Analysis: An Essay on the Organization of Experience. Boston: Northeastern University Press; 1986
- Goldblatt, J. (2002).** Special Events: Twenty-First Century Global Event Management. New York: John Wiley & Sons, Inc.
- Goldblatt J.,** *Special Events: Event Leadership for a New World* (Wiley Event Management) John Wiley & Sons. ISBN 0471450375, Edition 2004.
- Grant, M. 2009.** D- II championships boost for Louisville. Louisville Courier- Journal, December 4, C4.
- Grant, R., (2010).** Contemporary Strategy Analysis. 7<sup>th</sup> Edition.
- Griffin, J. (1995), Customer Loyalty.** How to Earn It, How to Keep It. New York, USA: Lexington Books.
- Grunert K.G. and Ellegaard, C. 1993.** The Concept of Critical Success Factors: Theory and Method, In Baker, M, J, (Ed) Perspectives on Marketing Management, Volume 3, John Wiley & Sons, Chichester, 245-274.
- Guba, E. G., & Lincoln, Y. S. (1989).** Fourth generation evaluation. Newbury Park, CA: Sage.
- Gupta, A., Gupta, M. C., & Agrawal, R. (2013).** Identification and ranking of critical success factors for BOT projects in India. *Management research Review*, 36(11), 1040-1060.
- Hall R and Munro M.,** “*Corporate System Modeling as an Aid to Defining Critical Success Factors*”, University of Calgary Working Paper, No 18-85, (1992).
- Gudiene et al., (2013).**
- Hiller, H. (2000)** 'Mega-Events, Urban Boosterism and Growth Strategies: An Analysis of the Objectives and Legitimations of the Cape Town 2004 Olympic Bid', *International Journal of Urban and Regional Research*, 24 (2), pp. 439-458.
- Hood, C., 1991.** Public management for all seasons. *Public Adm.* 69 (1), 1865-1884.
- Holtorf, H. et al., (2015).** A model to evaluate the success of solar home systems. *Renewable and Sustainable Energy Reviews*, 50. Pp. 245-255.



- Hong, J.F.L., & Vai, S. (2008).** Knowledge-sharing in cross functional virtual teams. *Journal of General Management*, 34(2), 21-37.
- Hopwood M., (2007).** Sports public relations in Chadwick, S and Beech, J (Eds) *The Marketing of Sport* London, FT Prentice Hall.
- Hung, S.-W., & Chang, C.-C., (2012).** A co-opetition perspective of technology alliance governance modes. *Technology Analysis & Strategic Management*, 24(7), 679-696.
- Inoue, Y., & Havard, C., (2014).** Determinants and Consequences of the Perceived Social Impact of a Sport Event. *Journal of Sport Management*. Vol.28, Issue: 3, pp. 295-310.
- IOC (2007), *Olympic Charter*.** Lausanne: International Olympic Committee.
- Iram N, Khan B, Sherani AW (2016)** Critical Factors Influencing the Project Success: An Analysis of Projects in Manufacturing and Construction in Pakistan. *Arabian Journal of Business and Management Review* 6:20-22.
- Ivanovic, S., Galicic, V. & Micinac, K. (2010).** Event planning as function in the hospitality industry. *Tourism & hospitality management 2010, conference proceedings*, pp.925-930.
- Jamar, B., (2016).** Event planning: Defining event goals and objectives. *The event calendar by modern tribe*.
- Jabbour C., et al (2017).** Critical success factors and green supply chain management proactivity: shedding light on the human aspects of this relationship based on cases from the Brazilian industry. *Production Planning and Control* 28(6-8): 671-683.
- Jago, L. and Shaw, R., (1998),** “Special Events: a conceptual and differential framework”, *Festival Management and Event Tourism*, Vol. 5, No. 2, pp. 21-31.
- Jayaraman, K. and Teo, L.K. (2010)** ‘A conceptual framework for critical success factors of lean Six Sigma: implementation on the performance of electronic manufacturing service industry’, *International Journal of Lean Six Sigma*, Vol. 1, No. 3, pp.191–215.
- Jenster, P.V. 1987,** ‘Using Critical Success Factors in Planning’, *Long Range Planning*, 20(4), 102-109.
- Jick, T.D. *Mixing qualitative and quantitative methods.*** Triangulation in action. *Administrative Science Quarterly*, 24, 602-611 (1979).
- Kaliba C., et al, (2009).** Cost escalation and schedule delays in road construction projects in Zambia. *International Journal of Project Management*. 2009; 27(5): 522-531.
- Kandelousi, N.S., Ooi, J., Abdollahi, A. (2011).** Key Success Factors for Managing Projects. *World Academy of Science, Engineering and Technology*, 59, 1826-1830.
- Kaspar, R., (2014b).** The event life cycle. In Beech, J., Kaiser, S. & Kaspar, R. *The business of events management*, pp 248-262. Pearson Education Limited. Harlow.

- Kaufman, R., Oakley-Browne, H., Watkins, R., & Leigh, D. (2003).** Strategic planning for success: Aligning people, performance, and payoffs. San Francisco: Jossey Bass/Pfeiffer.
- Kee, H. S. N. (2012).** The issues and development of critical success factors for SME success in a developing country. *International Business Management*.
- Keller et al. (2008).** Negative Emotions and Coping Health Appraisal, working paper, Tuck School of Business, Dartmouth College.
- Kerzner, H (1987),** “In search of excellence in project management”, *Journal of Systems Management*, Vol.38, Issue2, pp.30-40.
- Keider, S. (1984).** “Why Systems Development Projects Fail,” *Information Systems Management* (1:3), pp. 33-38.
- Khang, D.B., Moe, T.L., (2008).** Success criteria and factors for international development projects: a life-cycle-based framework. *Project Management J.* 39(1), 72-84.
- Kidder, L.H., & Judd. C.M.** Research methods in social relations (5th Ed.) New York : Holt,
- Kim & Walker, (2012)**
- King and Burgess (2006):** Beyond critical success factors: A dynamic model of enterprise system innovation *International Journal of Information Management* 26 (2006) 59–69T.
- Kumaraswamy, M.M., Thorpe, A., (1996).** Systematizing construction project evaluations. *Journal of Management in Engineering* 12, 34–39.
- Kocholl, D., (2014).** Events, the law and risk management. In Beech, J., Kaiser, S. & Kaspar, R. *The business of events management*, pp 182-203. Pearson Education Limited. Harlow.
- Koushki, Al-rashid & Kartam, (2005).**
- Leidecker J.K., and Bruno A.V.,** *Identifying and using critical success factors*, Long Range Planning. 17, 23-32 (1984).
- Lee S., et al (2013).** Understanding why people play fantasy sport: development of the Fantasy Sport Motivation Inventory. *European Sport Management Quarterly*. Vol. 13. Issue 2.
- Leopkey, B & Parent, M., (2012).** Olympic Games legacy: from general benefits to sustainable long-term legacy. *The international journal of the history of sport*, 29, 6.
- Leopkey, B. & Parent, M., (2016).** The governance of Olympic legacy: process, actors and mechanisms. *Leisure studies*, 35, 1, pp. 1-13.
- Lin C. & Wang, Z., (2012).** Research on the applications of information technology in sport management. *Communications in computer and information science*, 6, 2, pp. 247-252.
- Lin, S.W. (2016).** The critical success factors for a travel application service provider evaluation and selection by travel intermediaries. *Tourism Management*, 56 (2016), 126-141.

- Lincoln, Yvonna S.; Lynham, Susan A. & Guba, Egon G. (2011).** Paradigmatic controversies, contradictions, and emerging confluences, revisited in qualitative research.
- Lovegrove, H. & Fairley, S. (2017).** Using equity theory to understand non-host city residents' perceptions of a mega event. *Journal of Sport & Tourism*, Vol.21 No.1, pp.1-14.
- Luthra S., et al. (2015).** Critical success factors of green supply chain management for achieving sustainability in Indian automobile industry. *Journal Production Planning & Control*. Vol.26, 2015- Issue 5.
- Norman K. Denzin & Yvonna S. Lincoln (Eds.),** *The Sage handbook of qualitative research* (4th ed., pp.97-128).
- Liu, A. and Seddon, P. (2009),** Understanding how project critical success factors affect organisational benefits from enterprise systems”, *Business Process Management Journal*, Vol. 15 No. 5, pp. 716-743.
- Lin, S., (2016).** The Critical Success Factors for a travel application service provider evaluation and selection by travel intermediaries.. *Journal Tourism Management* 56:126-141.
- Masterman, G. (2009).** *Strategic Sports Event Management*, Oxford: Elsevier Ltd.
- McCoy, F.A. (1986).** Measuring success: Establishing and maintaining a baseline. PMI Annual Seminar & Symposium, Montreal.
- Mihai, A. (2013).** The strategic sport marketing planning process. *Manager*, 17, pp.230-236.
- Miles, M.B., & Huberman, A.M.** *Qualitative data analysis: A sourcebook of new methods*.
- Mittal, V., & Sangwan, K., (2014).** Prioritizing Barriers to Green Manufacturing: Environmental, Social and Economic Perspectives. *Variety Management in Manufacturing*.
- Matheson, C., (2010).** Legacy planning, regeneration and events: the Glasgow 2014 Commonwealth Games. *Local Economy*, 25, 1, pp.10-23.
- Morledge, R & Owen, K, 1999,** Critical Success Factors in PFI Projects. Developing a Methodological Approach to the Identification of Factors Critical to the Success in Privatised Infrastructure Projects in the UK, Proceedings of Harmony and Profit, cib wg 92, Chiang Mai, Thailand.
- Morris, P., 2013.** Reconstructing project management reprised: a knowledge perspective. *Project Management J.* 55 (5), 6-23.
- Müller and Jugdev; (2005)** A Retrospective Look at our evolving understanding of project success *Project Management Journal*; Dec 2005; 36, 4; ABI/INFORM Global pg. 19.
- Munro, M.C. & Wheeler, B.R. 1980,** 'Planning Critical Success Factors and Management's Information Requirements', *MIS Quarterly*, December, 27-38.

- Nieh, F., & Pong, C., (2012).** Key success factors in catering industry management. *Journal of Actual Problems of Economics* 130:423-430.
- O'Brien, D. and Chalip, L. (2008),** "Sport events and strategic leveraging: pushing towards the triple bottom line", in Woodside, A. and Martin, D. (Eds), *Tourism Management: Analysis, Behaviour, and Strategy*, CABI, Cambridge, pp. 318-338.
- O' Brien, D & Gardiner, S., (2006).** Creating sustainable mega event impacts: networking and relationship development through pre-event training. *Sport management review*, 9, (2006) pp.25-47.
- Ohmae, K. 1982,** *The Mind Of The Strategist*, McGraw-Hill Inc, New York.
- Ohmann, S., Jones, I. and Wilkes, K. (2006),** "The perceived social impacts of the 2006 football World Cup on Munich residents", *Journal of Sport and Tourism*, Vol. 11 No. 2, pp.129-152.
- Panuwatwanich, K., Stewart, R., (2011).** Project management skills for engineers: industry perceptions and implications for engineering project management course.
- Parnell, M. (2006).** *The Sustainability Culture Project at Coffs Harbour City Council: Stage 2 Interim Report: Sustainability Survey*. Coffs Harbour: Coffs Harbour City Council.
- Pathak, S.D., Wu, Z., & Johnston, D. (2014).** Toward a structural view of co-opetition in supply networks. *Journal of Operations Management*, 32(5), 254-267.
- Pellow A. and Wilson T.D.** *The Management Information Requirements of Heads of University Departments: a Critical Success Factors Approach*. *Journal of Information Science*, Vol. 19, pp. 425-437, (1993).
- Pettinger, T. (2016).** Economics help. Advantages of hosting a major event.
- Philliber, Susan G., Mary Schwab, and Sam Sloss G.1980.** *Social research*. Illinois:F.E. Peacock Publishers, Inc.
- Phillips, C. & Barnes, M. (2015).** Whose legacy is it, anyways? A tale of conflicting agendas in the building of the Hamilton Pan Am soccer stadium. *Annuals of leisure research*, 18, 4, pp. 549-568.
- Phylipsen D., Blok K., Worrell E., and de Beer J., (2010).** "Benchmarking the energy efficiency of Dutch industry: an assessment of the expected effect on energy consumption and CO2 emissions", *Energy Policy* 30, pp.663-679.
- Pinto, JK & Slevin, DP (1987),** " Critical Factors in Successful Project Implementation", *IEEE Transactions on Engineering Management*, New York, Vol. EM34, Issue 1, pp.22-28.
- Porter M.E.,** *Competitive advantage*. New York: Free Press (1985).

- Poon A., & Chan E., (2016).** Planning mega-event built legacies – A case of Expo 2010. *Habitat International* 53: 163-177.
- Preuss, H. (2007),** “The conceptualization and measurement of mega sport event legacies”, *Journal of Sport and Tourism*, Vol. 12Nos ¾, pp. 207-227.
- Preuss, H., (2015).** A framework for identifying the legacies of a mega sport event. *Leisure Studies*, 34, 6, pp. 643-664.
- Ragin, C., & Becker, H. (1992).** What is a case? Exploring the foundations of social inquiry. Cambridge: Cambridge University Press.
- Ram, J., Corkindale, D. and Wu, M.-L. (2013),** “Implementation critical success factors (CSFs) for ERP: do they contribute to implementation success and post-implementation performance?” *International Journal of Productions Economics*, Vol.144 No.1, pp.157-174.
- Ramchandani G., & Coleman R., (2012).** The inspirational effects of three major sport events. *International journal of event and festival management*, 3,3, pp.257-271.
- Raza-Ullah, T., Bengtsson, M., & Kock, S. (2014).** The coopetition paradox and tension in coopetition at multiple levels. *Industrial Marketing Management*, 43(2), 189-198.
- Raymond – Alain Thietart & Mark De Rond.** Choice, Change and Inevitability in Strategy. *Strategic Management Journal* J., 28: 535-551 (2007).
- Ritchie, B.W., Shipway, R. and Cleve, B. (2009),** “Resident attitudes towards mega-sporting events: a non-host city perspective of the 2012 London Olympic games” *Journal of Sport & Tourism*, Vol.14 No.2, pp. 142-167.
- Road, F. (2010).** Mohammad Tavassoli and Dimitrios Tsagdis. Developing an object oriented model of critical success factors for clusters: The Linkoping information and communication technologies cluster test-case.
- Robinson D., & Fletcher (2013).** Measuring and Understanding Employee Engagement.
- Rockhart J.F.,** *Chief Executives Define Their Own Data Needs.* Harvard Business Review, Vol. 57 (2), (1979).
- Rockhart J. F, & C. V. Bullen,** *A Primer on Critical Success Factors.* Cambridge, MA: Center for Information Systems Research, Massachusetts Institute of Technology, (1981).
- Rodriguez, R.R, Saiz, J.J.A., Bas, (2009).** Quantitative relationships between key performance indicators for supporting decision-making processes. *Computers in industry* 60 (2), 104-113.
- Rodriguezv S., Ortiz-Marcos I. Romero J. Tafur- Segura, (2016).** Critical success factors in large projects in the aerospace and defence sectors. *Journal of Business Research* 69 (11).

- Rogerson, R., (2016).** Re-defining temporal notions of event legacy: lessons from Glasgow's Commonwealth Games. *Annals of leisure research*, pp. 1-22.
- Rotherham, I., Egan, D. and Egan, H. (2005),** *A Review of the Economic Value of Countryside Recreation and Sports*, Tourism, Leisure and Environmental Change Research Unit, Sheffield.
- Rosca, V., (2011).** Improving sport brands' reputation through marketing events. *Management & marketing challenges for the knowledge society*, 6,4, pp. 605-626.
- Rus S., et al. (2016).** Conceptualization and examination of success factors in the banking system. 3<sup>rd</sup> Global Conference on Business, Economics, Management and Tourism.
- Russell, W. D. & Newton, M. (2008).** Short-Term Psychological Effects of Interactive Video Game Technology Exercise on Mood and Attention. *Journal of Educational Technology & Society*, 11(2), 294-308.
- Sadd D., & Jones I., (2009).** Long-term legacy implications for Olympic Games. In: Raj, R and Musgrave, J., eds. *Event Management and Sustainability*, pp. 90-98.
- Salvetat, D., Geraudel, M., & d'Armagnac, S. (2012).** Inter- organisational knowledge management in a cooperative context in the aeronautic and space industry. *Knowledge Management Research & Practice*, 265-277.
- Salazar, AJ and Sawyer, S 2006,** 'Implementing Enterprise Systems: A Review of Critical Success Factors', in *Handbook of information technology in organizations and electronic markets*, World Scientific Publishing Company, pp. 93–112.
- Sarkis C., J., 2012b.** Supply-chain performance-measurement system management using neighbourhood rough sets. *International Journal of Production Research* 50 (9), 2484-2500.
- Sayer, A. (2000).** *Realism and social science*. London: Sage
- Shah M., & Siddiqui F., (2006).** Organisational critical success factors in adoption of e-banking at the Woolwich bank. *International Journal of Information Management* 26(6):442-456.
- Shenhar, A. and Dvir, D., Raz T. (2003).** An empirical analysis of the relationship between project planning and project success. *International Journal of Project Management*, 21, 89-95.
- Shenhar, A. J., & R. M. Wideman,** *Project Management: From Genesis to Content to Classification*, paper presented at Operations Research and Management Science (INFORMS), Washington, DC, May 1996.
- Shone, A., Parry, B. and Parry, S. (2013)** *Successful event management. A practical handbook*. 4<sup>th</sup> edn. Australia: Cengage Learning Australia.

- Smith A., (2014a).** Leveraging sport mega-events: Olympic regeneration planning 2000-2012. *European planning studies*, 22, 9, pp. 1919-1939.
- Silvers J.R. (2008).** Risk management of meetings and events. Elsevier. Burlington MA.
- Singh, A.K., & Shrivastava, R.L. (2013).** Critical success factors of rice mills located in a cluster. *International Journal of Productivity and Performance Management*, 62(6), 616-633.
- Singh N., & Hsiung Y., (2015).** Determining the CSFs of the Wine Tourism Region of Napa Valley from a Supply Perspective, in: *International Journal of Tourism Research*, Vol 17, No. 3, pp. 76-86.
- Stankovic, D., Nikolic, V., Djordjevic, M., Cao, D.-B., 2013.** A survey study of critical success factors in agile software projects in former Yugoslavia IT companies. *Journal of Systems and Software*.
- Srimathi S, Dinesh S, Sethuraman R (2017)** A Review On Critical Success Factors In Construction Project. *International Journal of Scientific Research in Science, Engineering and Technology* 3:478-481.
- Swierczek & Cao Hao Thi 2010.** Critical success factors in project management: implication from Vietnam. *Asia Pacific Business Review* Volume 16, Pages 567-589 (2010).
- Taks M. (2013).** Social sustainability of non-mega sport events in a global world. *European journal for sport and society*, 10, 2, pp. 121-141.
- Tara-lunga, M., (2012).** Major special events: an interpretative literature review. *Management & marketing challenges for the knowledge society*, 7, 4, pp. 759-776.
- Teckman J., Adcroft A., (2009).** Taking sport seriously. *Management Decision*, Vol. 47 Issue: 1, pp. 5-13.
- Thorne R., (2015).** Economic impact of sporting events.
- Van der Heijden (1996).** *Scenarios: The Art of Strategic Conversation*. John Wiley & Sons Limited.
- Van der Meer, J. & Calori, R. (1989).** 'Strategic Management in Technology-Intensive Industries', *International Journal of Technology Management*, 4(2), 127-139.
- Van der Wagen, L & White L., (2010).** *Events Management for tourism, cultural, business and sporting events*. 3<sup>rd</sup> ed. Pearson education Australia. Frenchs Forest.
- Van Bullen, C., Rockart, J. (1986).** A primer on critical success factors. In J. Rockart & C. Van Bullen. *The rise of management computing*, Homewood, IL: Dow Jones Irwin.
- Venkatesh V., Brown S.A. & Bala, H. (2013).** Bridging the qualitative-quantitative divide: Guidelines for conducting mixed methods research in information systems. *MIS Quarterly*, 37(1), 21-54.

**Wang and Hung (2015).** - Customer perceptions of critical success factors for guest houses International journal of hospitality management, 2015 – Elsevier.

**Weed M. (2014).** Is tourism a legitimate legacy from the Olympic and Paralympic Games? An analysis of London 2012 legacy strategy using programme theory. Journal of sport and tourism, 19, 2, pp. 101-126.

**Welge Martin K., & Al Laham, (2008).** Strategic Management Book.

**Westerveld E (2003)** The Project Excellence Model: Linking Success Criteria and Critical Success Factors. International Journal of Project Management 21: 411-418.

**White, D. & Fortune, J. 2002,** Current practice in project management – an empirical study, International Journal of Project Management, Vol. 20, pp. 1-11.

**Whitson D., & Horne J., (2006).** The Glocal Politics of Sports Mega Events: Underestimated costs and overestimated benefits? Comparing the outcomes of sports mega-events in Canada and Japan. Vol. 54, Issue s2, pp. 71-89.

**Williams K., & Saayman M., (2013).** Relationship between travel motives and key success factors of visitors at a Jazz festival. South African Journal for Research in Sport, Physical Education and Recreation, 35(1): 183-202.

**Wilson T.D.** *The nature of strategic information and its implications for information management.* (Paper presented at the FID conference in Madrid in July 1992).

**Wilson** The economic impact of local sport events: Significant, limited or otherwise? A case study of four swimming events Managing Leisure, 11 (2006), pp.57-70.

**Wolfram Cox, J. and Minahan, S. (2005)** 'Organization, Decoration', Organization: the Critical Journal of Organization, Theory and Society 12: 531—49.

**Woodside (2010),** Chapter 1 Introduction: Theory and practice of organizational culture, B2B relationships, and interfirm networks, in Arch G. Woodside (ed.) *Organizational Culture, Business-to-Business Relationships, and Interfirm Networks (Advances in Business Marketing and Purchasing, Volume 16)* .

**Woodson, E (2013).** The Stanford Daily. What is social impact?

**Wronka M., (2013).** Analysing the success of social enterprises: Critical Success Factors Perspective. ToKnowPress.

**Yeh, C.-H, Xu, Y., 2013.** Managing critical success strategies for an enterprise resource planning project. European Journal of Operational Research.

**Yin, R.K. Case Study research: Design and methods (2<sup>nd</sup> Ed.).** Newbury Park, CA: Sage Publications (1994).



**Yun S., Choi J., de Oliveira D., & Mulva S., (2015).** Development of performance metrics for phase-based capital project benchmarking. *International Journal of Management*. Vol. 34, Issue 3, pp. 389-402.

**Zarndt F., (2011).** Project management 101: Plan well, communicate a lot, and don't forget acceptance criteria. *OCLC Systems & Services: International digital library perspectives*, Vol.27 Issue: 3, pp. 170-174.

**Zawawi E.M.A., et al. (2011).** A conceptual framework for describing CSF of building maintenance management. The 2<sup>nd</sup> International Building Control Conference.

## **20 ANNEX**

### **20.1 A Full Transcript of One Interview**

#### 20.1.1 Case Study - FIBA

##### **Q1. Professional status Predrag**

Head of events so I am practically key responsible, key person for event organization and practically responsible to coordinate activities of different Fiba departments with the activities of the IOC.

##### **Q2. Sport event that you participate in**

Fiba

##### **Q3. How many years have you Participated?**

In Fiba I am since to 2006. Before that I was three years General Director of the Euro Basket in Beograd, European Championship. Before that I was eight years General Secretary of Yugoslavia federation which is also linked to very sports events.

##### **Q4. How would you determine a successful event?**

In simple words that an event is successful if all the stakeholders are happy. So if it meets expectations of all the stakeholders starting from the organizers, from the Government, Public Authorities, Local federation and then finished with the participants, with the participating teams, with the spectators, the media partners, sponsors and all those involved guests, and all those people involved in the event. So it's practically if there satisfaction is at high level the event is more successful. It's a very very complex thing that is not easy to answer in one sentence. But simply if all the expectations of stakeholders are met at the end of the event we can say that the event is successful.

##### **Q5. Why have you used these characteristics to describe a successful event?**

We have different criteria of course. First of all we collect some key data, some key facts which are indicating the quality or infrastructures and facilities used for the event, which are indicating the organization structure and resources used. Then we are also collecting some numbers which are indicating the number of media involved, the number of TV partners involved, number of hours broadcasting, the number of spectators of course, number of volunteers involved, and we also have some feedback from people involved during the event through their individual reports, where they always indicate the key success factors of the event or main successes of the event and also they indicate the main problems that you faced during the event. And finally we organize also survey for all stakeholders where we measure their

satisfaction regarding different key performing indicators. So practically for each stakeholder, the satisfaction attributes are different and we have different questionnaires for different groups and we are asking them to fill in the questionnaire.

**Q6. Could you tell me how you measure the success of your events?**

Our key performance indicators are important so we are using them to evaluate the satisfaction of different stakeholders but we also have some real data which are related to some things, like quality of the arenas, size of the arenas, public transportation, things which are measured.

**Q7. How would you define a critical success factor?**

Key facts which are indicating the satisfaction for different groups.

**Q8. Could you tell me what Critical Success Factors are for your Sport Event and how are these categorized?**

First of all government support is absolutely necessary. Government and public support is absolutely necessary. Then you need absolutely some level of infrastructures or some sports facilities are very important. Then you can't organize successful event in the environment which is not at least up to certain level of economy and political stability. So economical and political environment is also one of the key success factors. Then it's very important for success at least for this public support and public attendance is important, the popularity and status of certain sports in this country. So organized basketball event in Indonesia is different at all from organized basketball event in Greece. Immediately from their work, it's completely different story. So this is why it's important. Then the organizers must have a clear vision. Why they organize the event and what they want to achieve by organizing the event. So it's may be the step number one they have taken and they have to think all the aspects of the event before they start. Of course as a consequence they have to develop a descent plan because this is one of key factors, which will define the success, if the organizer is happy with what was left after the event. Planning of course and structuring those are the things which are common for all kind of the sports events. Promotion, which will be followed by attractive potential sponsors and partners and then sponsors and partners activations so not only promotion from outside but also activation from sponsors who will do cross promotion to additionally promote the event. Then, volunteers program which will increase the participation and the involvement of people in the holding and volunteers are one of the key factors to make all the participants happy. Because they are practically at the end of the day service providers, at the end. Professional management to run all the operations because they are very complex and you can't do it without professional management. Event quality that means quality of the event that you are bringing, so if it's Hockey, Euro basket, World Champion Basketball, it is important to success that you bring

certain quality and show the quality. Performance of the local team appears to be very important because it is driving force to bring more public attention and more spectators and more media attention to the event. As mostly event is the most popular and the most attractive in the host country. Then quality is more and more important quality of entertainment because events are not only sport any more there are much more, more and more there. The involved entertainment around is also one of the success factors. Delivery of the rights because you make some commitments to your partners and sponsors and during the event and before that you have to deliver what is promised. So the quality of delivery of the rights is also very important for the success. Services provided to all the participants, which includes teams, guests and everybody else. So those services will trigger their satisfaction level they will define their satisfaction level. And at the end of this list is important of course media participation because they are absolutely the most influential part of the stakeholders, they are creating the atmosphere. Their active participation is very important so handle the difference technology the different methodology, to attract them to be part of the event to be active in promoting, in presenting the results, in attracting people, their role is really important.

**Q9. Why do you consider these to be CSFs?**

Because these are organizational things and critical for the event's success, has nothing to do with money, its organizational thing.

**Q10. How the Critical Success Factors impact the event?**

Nowadays big events are very very complex and in order to have successful event all those factors have to be in place or all the criteria have to be fulfilled or practically starting the moment when big day starts after the last moment that everything has to be in place.

**Q11. In what way does CSF differ between stakeholders?**

For different stakeholders their satisfactions attributes are different. So for example, for sponsors it's not that important if hotel for teams is good or not. If local transportation for team is good or not. For sponsors is important that they have good quality event, that their rights are delivered in a proper way and their guests during the event are entertained in a proper way. So this is what the sponsors expect at the end of the day. They also expect some media coverage and more coverage is better for them because it is more promotion for them. For example for teams which are also one of the stakeholders they have completely different things they don't care about sponsors, entertainment in the arena, but they are more focused on the best possible conditions for performance which includes transportation, accommodation, food, facilities, services, quality of service, so, level of competition. So for each stakeholder satisfaction attributes are different and still each stakeholder after the event has to be treated differently in

this feedback. And if you want to improve the events you have to take into consideration all the aspects, all the stakeholders and their needs.

**Q12. Have you followed any process to identify and define them?**

They are identified. We don't help to identify them, they exist and this is just a question of understanding how different factors are influencing the event. They exist, they are there, so we just have to recognize them and we have to treat them and give them the status they deserve. So we have to recognize importance of different factors and we have to respect this importance in our planning, in our activities, in practice.

**Q13. Are any of these more important than others?**

I can't say equally important but all of those factors are important, if something is missing you will not have a successful event. You will deliver the event with some failure or some of your stakeholders will not be happy. So if you want to have a successful event you have to take care that all those factors and all those criteria are in place, and they are fulfilled all the requirements regarding this. So whatever be one of those if there is no clear vision this will immediately trigger the problem with the legacy planning and delivery of this legacy planning which will - at the end - create less satisfaction from your organizers or even an unsatisfaction or less public support or less spectators may be at the end not directly, may be. If I know, if government support is not in place, the event will not happen, simply like that. And this is nowadays, in big event, without public support is impossible. All those things are interconnected. So entertaining program is not that critical for the event to happen. But it's absolutely crucial for spectators of the section. So let's say thirty percent of their satisfaction is linked to entertainment programme, not only what is going on the court, what is going around the arena, what kind of food and beverage they can buy in the arena, is there merchandising, is there any show going on before, after and there are a lot of things.

**Q14. How do you know if the CSFs that have been identified are the right ones?**

This is the reality as we understand and we try to respect the reality and practically to take care that everything is in place.

**Q15. Please could you describe to me how you evaluate or measure the success of the critical success factors according to your Sport Event?**

We simply follow the experience, not only our experience but also other big events and we have our own experience and we know which is the result like some of those factors. So we know what will be the consequences of missing some of them. And we actually respect the importance of each of them. So they are identified, they exist, this is the reality and we try to respect the reality and practically to take care that everything is in place. To transfer our know

how because we are practically guiding the LOC. We have to explain what is important to their organization. And we are practically guiding them in the way they have to include and to practically to respect all factors which are important to the event process.

**16. Could you please tell me what disadvantages or problems are there using or implementing the CSFs?**

The key problems with critical factors are let's say related to lack of knowledge and experience of the organizers. So one of the most important thing is clear vision, planning, structuring, delivering, all I can see. So, to be able to do so, to be able to have a clear vision, you need certain level of know-how, you need certain level of experience and in most cases our events are having problem with this basic thing. As a consequence you then have problems with everything else. But to start with, this is the key, one of those critical factors which can influence a successful event. And it is mostly related to lack of knowledge and lack of experience. Unfortunately big events in most of the cases are life time opportunities for the people involved. Because for example, basketball events are organized - big basketball events- in some countries every twenty or thirty years. So it's completely a new generation who are organizing, with new twenty or thirty years knowledge. From thirty years before missing and because the technology is different, demands are different, stakeholders are different. So your experience from the seventies will not help organizers in 2010. And this is the problem which we are trying to overcome, to do informing and providing proper information to our future organizers even during bidding process and after that, after the event is awarded, we try to be as much as possible in communication with them and this is a challenge.

**Q 17. Is there anything else that I haven't asked you about but you think should be added to the list?**

No. I think that we covered everything which is important for successful events.