YDF Manual for Sports Event Management

Guidelines for the Organization and Management of Development Events
The “Youth Development through Football” (YDF) project has its roots in the 2006 FIFA World Cup™. It was launched in 2007 and will run until 2012. The project is part of the 'South African - German Development Co-operation'. It is funded by the ‘German Federal Ministry for Economic Co-operation and Development’ (BMZ), co-funded by the 'European Union' (EU) and implemented by the ‘Deutsche Gesellschaft für Internationale Zusammenarbeit’ (GIZ). The project partner is 'Sport and Recreation South Africa' (SRSA).

YDF is a football project aimed at the youth. At the same time, it far surpasses that description. The aim of the project is to support socially disadvantaged boys and girls in such a way that they are able to take their own lives 'in hand' and shape them positively. Their passion for football facilitates access to these youths. The YDF project will be established in all South African provinces and in nine other African countries.

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Guidelines for the Organization and Management of Development Events

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for the Youth Development through Football (YDF) project

Compiled by
Henning Schick
and
Pierre Koehler

Illustrations, layout and design by
Björn Rothauge
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- Volunteers
- Equipment
- Prizes and Ceremonies

#### Organizing an Event

#### Leading an Event

#### Controlling and Closing an Event

## PART 2

### Integrating Life Skills into your Event
- Fair Play
- Health and Hygiene
- Gender
Hi there!

I'm Edwin, the Life Skills Meerkat. I'll give you helpful hints concerning Events, Life/Social Skills and Football. So whenever you see me, be sure to take note of what I have to say, as it might just make the difference between a good event and an excellent event!

Together we will Educate and win!

UNDERSTANDING THE DIAGRAMS

- Pitch Line
  - Ball Movement
  - Team 1

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  - Ball Movement
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Introduction

More than any other sport, football has the power to unite people and cultures all over the world. As a team sport, football promotes fairness and tolerance, leapfrogs gender boundaries and fosters mutual understanding, thereby contributing to the positive development of personality and character.

Using football as a tool, “Youth Development through Football (YDF)” strives to overcome discrimination, improve health and combat disease, promote gender equality, fight violence and secure environmental sustainability.

To actively tackle the issues mentioned above, YDF compiled two different manuals where football training and life skills are combined: the “YDF Manual for Instructors” and the “YDF Manual for Coaches”. In both manuals we have carved out how social behaviours that are significant to the team sport of football can be emphasised and encouraged. The major difference between the two manuals is the inclusion of a didactics module for instructors who are required to understand how learning and teaching works, as they are required to teach coaches after they have completed their instructor workshop.

YDF also strives to offer further education and training for the coaches. For that purpose several short modules were developed.

This short module on “Sport for Development Events” will be the next step to combine football and life skills. The module is a guide to integrate life skills into sports events. It specifically focuses on the combination of football events / tournaments and life skills. It offers event management knowledge, as well as a wide range of exercises to educate youths and to spread the message of sport for development.

Over the past years, YDF gained a lot of experience in the field of “Sport for Development Events”. Based on that knowledge, YDF compiled a tool which adds additional value to your sports event.

Depending on demand, need, actuality and age-group, life skills exercises can be directly integrated into the game itself and / or communicated during the event.

You may already know how to plan a training session. But one of your tools should also be the planning and organizing “Sport for Development Events”.

In the next chapters you will be guided through the basic points of how to successfully plan and organize an event. But more importantly how to integrate life skills into your sports event so that the event becomes a “Sport for Development Event”.

Different exercises regarding a wide range of life skills were compiled, such as fair play, respect, tolerance, teamwork, health and hygiene, and environment.

The first part of this short module will provide you with knowledge of how to successfully plan and organize a “Sport for Development Event”.

The second part will provide you with the knowledge of how to integrate life skills into your event and how to bring your “Sport for Development” message across.
Basic Understanding of an Event

Before you as a coach, teacher, sport assistant or social worker, etc. start to plan an event, it is advantageous to know what we commonly understand under the meaning of an event. Maybe you were already involved in the planning and organizing of a tournament without actually knowing that you were planning an event.

In the scientific community you will find a lot of different definitions about events. Friedmann (1997) states the following regarding events: “Preparing an event is an art and a science. It requires enthusiasm and creativity, but also knowledge, discipline and methodical work.”

An event is generally understood as an organized, functional specific happening, with a limited time scale, and the participation of a group of people.

Basic Understanding of a “Sport for Development Event”

It is important to understand that a “Sport for Development Event” means that there are specific objectives that need to be achieved through the event. This could be the integration of relevant life skills, and using the event to raise awareness about relevant social issues. Events could therefore carry the themes of HIV/AIDS or Alcohol Abuse awareness, and the event itself would be the vehicle for raising this awareness to the participants and general public.

These themes would be relevant to issues that exist in the particular community / area where the event is taking place. This will assist in ensuring that the event is not just a once-off day, but that positive learning takes place that will be beneficial even after the event.
Characteristics of an Event

Generally speaking, an event has different key characteristics which can be grouped together as:

- **Uniqueness**
  - Each event is different. The same kind of event can be repeated several times. But each time there will be something different. For example, the participants, the venue or the message you want to spread!

- **Perishability**
  - If the event is unique, then it is without any doubt also perishable! The event cannot be repeated exactly as the event before.

- **Intangibility**
  - Generally speaking, an event is intangible. If you buy a pair of football boots or a football, it is something tangible: you can see and touch it. When it comes to events it is different. You cannot really see or touch the activity.

- **Ambience and Service**
  - When it comes to events, ambience and service are two very important factors. An event with the right ambience and a good service can be a great success. On the other hand, an event with the wrong ambience and bad service can be a failure.

- **Fixed Timescale**
  - Events follow a fixed timescale: They have a fixed beginning and a fixed end. The timescale can be short (one day event) or rather long (Football World Cup).

- **Personal Interaction**
  - As you can imagine, an event has lots of personal interaction. In a sports event you definitely have personal interaction. First of all the players have interaction. But also the spectators play a crucial role. They are not only watching the event - the crowd is also helping to create a unique atmosphere.
What is Sports Event Management?

Taking all the facts into consideration event management can be defined as: “The act of organizing something that takes place in a given place at a given time” (FIFA/CIES, 2010).

In addition, you can define sports event management as “the coordination of resources, technologies, processes, personnel and situational contingencies for the efficient production and exchange of sport services” (Chelladurai, 1994).

Why run a Sport for Development Event?

When you want to plan an event it is advantageous to know why and for whom you want to hold the event. Delivering a well organized event can have a lot of advantage. Some of the benefits of running a well organized event are:

- Raise awareness for your project
- Promote your activity to newcomers
- Provide an avenue for competition
- Deliver benefits to sponsors and members
- Raise funds
- Media coverage
- Educate youth
- Highlight certain life skills issues
- Spread a relevant message
Who is the Event for?

As already mentioned in the introduction, our main aim is to educate children and youth. Therefore, they are our main target group. But nonetheless, you also have sub-target groups like parents, elderly and the local authority. Keep in mind that your event can attract the following stakeholders:

Furthermore, the event is also for you! The planning and organizing will improve your management skills and will empower you to become a better Event Manager!

Stakeholders are the individuals and groups that play a role in an organization’s event.
Sport for Development Event Implications

As a good event manager it is very important to also know the different implications of your event. Some type of events - especially “Sport for Development Events” - produce a wide range of implications which you should be aware of. The following exemplifies the implications your “Sports for Development Event” can have:

- **Social community implications**
- **Economic implications**
- **Development implications**

**Risks**

Right now you should have a basic understanding about what can be considered an event and who to attract with your event.

Nonetheless, practice shows that there are several points which can disturb a sound planning process:

- Insufficient consideration of the organising structure, aims and objectives
- Not appointing an Event Coordinator
- Insufficient planning time
- Insufficient staff / volunteers
- Poor communication and coordination with subcommittees or individuals
- Unwieldy committee, subcommittee or work unit structure
- No insurance
- Poor relationships with local authorities, governing bodies or competitors
- No or bad catering
- Lack of hospitality for visitors
- Programme running into overtime
- No budget
- No first-aid

Try to keep these points in mind in order to solve future problems in advance!
Sport Event Management Process

To ensure a good event, you should focus on the so-called Management Process. These points should serve as a helpful guideline on how to plan and organize events.

Objectives and Getting Started

Before you start with the planning of your tournament you have to ask yourself the following questions:

- Why do I want to hold an event?
- When will it be held?
- Do I have the respective facilities needed for the tournament?
- Do I know all my stakeholders?
- Do I have enough equipment (e.g. balls, bibs)?
- Do I have enough manpower (e.g. volunteers)?
- Do I and the participants (e.g. pupils) have the time?
- Do I have enough budget?
- How can I reach as many participants as possible?
- How do I review the event?

If you have a positive answer to these questions then you can start planning your tournament!
One of your first steps has to be the compiling of an event concept. In the following you will be guided through the basic steps on how to reach a concept:

- Idea
- Nature of the event
- Purpose of the event
- How should it operate?
- What benefits are there for participants?

Furthermore, you can write down the answers to the questions mentioned above. As a result, you will have a good overview of the main points regarding your event.

When you start planning a tournament it is crucial to set objectives, as they can serve as guidelines. It is important to set realistic dates, know your budget and know your target group. They serve as reference points to evaluate your objectives or goals for your event. Good reference points are the SMART-objectives as a means to set possible objectives:

SMART

Specific - You have to be precise about what you want to achieve!
Measurable - You have to quantify your objectives!
Achievable - Can I achieve my goals and objectives?
Realistic - Do I have enough resources to achieve my goal (manpower, budget, equipment?)
Time-bound - You have to set a time frame for your tournament (When will it take place? How long will it be?)
Planning

“Fail to plan and you plan to fail.”
- General George S. Patton

As you already know, planning is the first step of the event management process. You can define planning as "the process by which the manager or organizer looks towards the event to discover what various courses of action are available to arrange it, and which course of action would be the best" (Shone & Perry, 2004, S. 90).

The planning process should involve the following steps:

- Appointing an Event Committee
- Appointing an Event Coordinator
- Budget
- Event Marketing Plan
- Venue
- Catering
- Health and Safety
- Legalities and Insurance
- Volunteers
- Equipment
- Prizes and Ceremonies
The Event Committee

A very good tool to ensure a sound planning process of your tournament is to appoint an event committee. The members of the committee have to be trustworthy, skilled, committed and reliable. The size of the committee depends on the size and complexity of an event. For events in the community you don’t need a big number of members.

To sum it up, the event committee is responsible for strategic decisions about the event. In some cases the event committee is also responsible for appointing and overseeing the event coordinator.

But keep in mind that you do not always need an event committee. The scope and size of your tournament will determine whether you need a committee or not.

Taking all the facts into consideration, the event committee should have a controllable size so that it can act as a team!

The Committee oversees the event. It develops and ratifies the policy and aids / supports the Event Coordinator.
The Event Coordinator

The event coordinator is responsible for the planning, coordinating and monitoring of the event. He or she has to make sure that everyone in the team follows a given time-line. A good possibility to ensure that everyone is on track is to hold regular meetings. Furthermore, the coordinator has to ensure that all people assigned for specific tasks (different committees) perform.

Additionally, the event coordinator has to ensure that the tournament runs smoothly. That includes that the specific tasks are carried out correctly and within the right time-line.

The event coordinator should have the necessary skills to plan and organize the event. He should be a good leader.

A good event coordinator should have the following characteristics:
**Tasks and Responsibilities**

The event coordinator, together with the event committee, has to draw up the main tasks which are crucial for the event. It is advantageous to appoint a person or a sub-committee responsible for specific areas. Depending on the size of your tournament you should cover the following areas.

- Catering
- Competition
- Finance
- Facilities
- Equipment
- Prizes
- Sponsoring
- Programme, Fixtures, Results
- Volunteers
- Marketing & Communication
- VIPs
- Insurance

It is not necessary to have a person or sub-committee responsible for each point. Most of the time it is advisable to combine several points, such as Marketing & Communication with Sponsoring.

In order to monitor and evaluate your event and the different tasks and responsibilities, it is necessary to compile a task list with the following points:

- Task
- Action Required
- Responsible Person
- Status
- Comment
Example of such a list:

## Checklist for Visit of Chancellor Angela Merkel

Harare Park, Khayalitsha  
Saturday, 3 July 2010

<table>
<thead>
<tr>
<th>Task</th>
<th>Action Required</th>
<th>Responsible Person</th>
<th>Status</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Programme</strong></td>
<td>- Running order of the day from start to end of event</td>
<td>Programme to be finalized and forwarded to relevant stakeholders</td>
<td>Gerald Gushowski Allan Boesak</td>
<td>To be completed on 02-07-10 First draft to be sent to Gerald</td>
</tr>
<tr>
<td><strong>Venue Inspection</strong></td>
<td>- Identify / confirm pitch</td>
<td>Meet at venue at 14h30</td>
<td>Allan Boesak Karl Vosey</td>
<td>To be completed on 01-07-10 Confirmation from Karl on whether we will be able to use the F4H pitch. Alternatively grass patch will be used</td>
</tr>
<tr>
<td><strong>Venue Set-up</strong></td>
<td>- Overall venue set-up</td>
<td>Confirmation of: - Gazebo - 6 soccer-ball bean bags - Identified parking - Covered chairs - Branding - PR Material</td>
<td>Allan Boesak Karl Vosey</td>
<td>To be completed on 02-07-10 Venue set-up to be completed by 09h00 on event day</td>
</tr>
<tr>
<td><strong>Sound / Audio</strong></td>
<td>- Identification of power-points</td>
<td>Service provider to be identified and confirmed (including podium and mic-stand)</td>
<td>Karl Vosey</td>
<td>To be completed on 01-07-10 Same service provider utilized at the EU launch to be requested again. Sound should be set up by 09h00 on event day</td>
</tr>
</tbody>
</table>
## Planning an Event

<table>
<thead>
<tr>
<th>Task</th>
<th>Action Required</th>
<th>Responsible Person</th>
<th>Status</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Catering</strong></td>
<td><strong>Service provider to be identified for kids, as well as delegation</strong></td>
<td><strong>Soccer4Hope - Kids</strong></td>
<td><strong>To be completed on 07-07-10</strong></td>
<td>Number within the Merkel delegation to be identified by System to be worked out on how and when kids get food. Water to be made available as from arrival of delegation</td>
</tr>
<tr>
<td><strong>Branding</strong></td>
<td><strong>Branding for both Soccer4Hope and YDF to be set-up</strong></td>
<td><strong>Henning Schick</strong></td>
<td><strong>To be completed on 02-07-10</strong></td>
<td>All branding and PR stations to be set-up by 09h00 on event day</td>
</tr>
<tr>
<td></td>
<td><strong>Branding to be set up at entrance of venue and on pitch where speeches will be made</strong></td>
<td><strong>Allan Boesak</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Toolkit</strong></td>
<td><strong>Kids and number to be identified</strong></td>
<td><strong>Karl Vosey</strong></td>
<td><strong>To be completed on 02-07-10</strong></td>
<td>Meeting to be set up at venue upon arrival of Gerald and Henning on 02-07-10</td>
</tr>
<tr>
<td></td>
<td><strong>Toolkit instructor and coach to be identified</strong></td>
<td><strong>Henning Schick</strong></td>
<td><strong>To be completed on 01-07-10</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Briefing with kids to take place</strong></td>
<td><strong>Toolkit instructor &amp; Henning Schick</strong></td>
<td><strong>To be completed on 03-07-10 (07h30)</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Toolkit Manual and handouts to be delivered</strong></td>
<td><strong>Henning Schick</strong></td>
<td><strong>To be completed on 02-07-10</strong></td>
<td></td>
</tr>
</tbody>
</table>
### Planning an Event

<table>
<thead>
<tr>
<th>Task</th>
<th>Action Required</th>
<th>Responsible Person</th>
<th>Status</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Guests</td>
<td>Confirmation of Desiree Ellis</td>
<td>Allan Boesak</td>
<td>To be completed on 01-07-10</td>
<td>Guests including Chancellor Merkel will be seated on soccer pitch to have a verbal exchange as part of the programme on the pitch</td>
</tr>
<tr>
<td></td>
<td>Confirmation of Nia Kumzer (Karl’s friend to translate if required)</td>
<td>Gerald Guskowski</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Confirmation of 2 role models</td>
<td>Karl Vosey</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Budget**

“A budget is a forecast or plan, which helps to regulate the operation of an event over a given period of time” (Shone & Parry, 2004, p. 113)

The budget is crucial for the event. In order to develop the budget it is very important to start from the beginning and compile a list of essential costs. In case you already planned an event in the past you can use the accounts from that previous event as a guideline.

The budget should be determined with the respective objectives of the event in your mind. It is not advisable to set an event in which a large budget is forecast.

Additionally, it is crucial to obtain actual prices, quotes, receipts and invoices. A good event manager always has everything on paper.

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**It is crucial to involve the community in your event: e.g. catering, volunteers.**
The following figure gives you examples of the “Don’ts” regarding the budget:

- Ignoring the objectives of the event
- Not involving the relevant persons in the budget preparation (e.g. Event Committee)
- Failing to identify the full range of activities which have to be paid for
- People spending money without getting quotations, receipts and invoices
- Not having enough start-up capital to get the event started

For a good event manager it is very important to properly calculate the costs. Therefore, you have to identify all expenditures as early as possible in the planning process.

The budget can be broken down into the following areas:

**ADMINISTRATION**
- Bank charges
- Insurance
- Meetings
- Office expenses
- Printing and Photocopying
- Salaries
- Telephone

**EVENT DELIVERY**
- Accommodation
- Accreditation / Registration
- Prizes
- Ceremonies
- Equipment
- Facilities / Venue lease / Hire
- Media coverage
- Medical services
- Waste removal
- Temporary structures (toilets)
- Catering
- Transport

**MARKETING & COMMUNICATION**
- Entertainment
- Internet web site
- Mobile phones
- Public relations
- Flyers and Posters
- Radio
- Newspapers

If you intend on planning a smaller event, it won’t be necessary to break your budget down into key areas.
If the event is planned professionally, it is possible to generate income:

- Direct income (catering, programmes, car parking, etc.)
- Indirect income (sponsorships, donations, etc.)

The event coordinator has to ensure that income and expenditure are clear and understandable to the person responsible.

The budget should always involve a so-called “contingency allowance”. This is a specific amount of money which has to be set aside to cover unplanned costs.

Finally, it is advantageous to set a cut-off date, when the final go or no go decision regarding the implementation of your event will be made! If event-income cannot cover the event-expenditures, then it is advisable to cancel the event!

Furthermore, it is very important that everybody involved in the event knows who is spending what, how and why. If you have big events, it will be good if each part of the budget has somebody responsible. Therefore, the event coordinator has to know who is allowed to spend money.

On the following page, a figure gives you an overview about the budget planning. It involves income as well as expenditures.

Please keep in mind that the figure is only an example. In case you are planning a smaller event, you will have fewer points.

A budget is a forecaster plan, which helps to regulate the operation of an event over a given period of time.
# Planning an Event

## Event Budget (Summary)

**Event:**

**Date of Event:** ______________________   **Date of this budget:** ______________________

**Attendance (Paying guests)**

**Forecast:** __________   **Actual:** __________

<table>
<thead>
<tr>
<th>Income / Revenue</th>
<th>Budget</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ticket Sales</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Catering</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income from concession stand rental</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Raffle</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other (Specify)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenditure</th>
<th>Budget</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Venue Hire</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff / Labour</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advertising</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Printing / Posters / Tickets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Signs / Place Cards / Menus / Programmes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Custom T-Shirts / Uniform / Badges</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equipment Hire</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Food</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Drink</td>
<td></td>
<td></td>
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<tr>
<td>Entertainment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Music</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Decorations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Linen / Linen Hire</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prizes / Complimentary Items</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Floristry / Plants</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Security / Crowd Control / Guides / Info point</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Insurance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Refuse Removal / Cleaning</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Power / Heat / Light / Air Conditioning</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ticket Distribution / Stationery / Postage</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Licence / Licence application</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Audio Visual / Sound</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Phones / Mobiles / Radio Links</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Photographer / Video Company / Press Kit</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other (Specify)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Costs</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Surplus (Profit) / Deficit (Loss)**

(Shone & Farry, 2004, p. 114)
Event Marketing Plan

The Event marketing plan is the most important point when it comes to the planning of your event and to attract potential sponsors. Additionally, a good marketing plan shows your stakeholders that you act professionally. Furthermore, you will provide a platform for stakeholders and sponsors to present themselves.

A good marketing strategy involves the following points:

- **Analysing your market (Sport for Development)**
  - Target group, age group, stakeholders

- **Defining the values of your “Sports for Development Event”**
  - Communicate a message, educate kids, youth and the community, raise awareness for a specific topic (e.g. HIV/AIDS)

- **To whom are we delivering our “Sport for Development Event”?**
  - Children, youth, community, municipality, stakeholders, etc.

- **Studying the needs and expectations of your targets**
  - What is needed in the community?
  - What kind of topic can I tackle with my “Sport for Development Event”?
  - Why do I want children and youth to participate in my event?
A good marketing plan should cover the following aspects:

- Publicity
- Promotion
- Sponsoring
- Advertising

**Publicity**

You have already heard of ‘publicity’. It is the coverage given to your event by the media (radio, newspapers, television, etc.). One of the advantages of publicity is that you can spread the message of your event. As a result you will also offer your sponsors a platform for advertising their brand.

A useful and simple approach is to contact journalists from local radio stations and newspapers in your community. Therefore, it is crucial to prepare a media release to inform the media what your event is about. This release should be short, simple and interesting. The following points have to be included:

- What?
- Who?
- Why?
- When?
- Where?
- How?
A press release is arranged like a standard news item:

The most important part is placed at the beginning, preferably in the heading.

Then the five "w"-questions need to be answered:


The first sentence should, if possible, answer all the "w"-questions.

Apply the following to the further text:

- Every item of information, every aspect has to have its own sentence. Take care that the sentences are kept short and to the point. Write vividly and use active verbs, thereby making the text easier to understand.

- Name the full names (also the first names) of the most important persons, their function and the institution.

- Give the most important information in direct speech, thereby making the text livelier: "All households in the region XY will be connected to the water network (supply) by the end of the year", says team-leader XY.

- When you inform the readers about actual projects, always name a few effects in a vivid, tangible and measurable manner / form.
**Promotion and Advertising**

Promotion and advertising are both part of your publicity. In general promotion and advertising are parts you have to pay. Your budget will determine the size and scope of your promotion and advertising campaign.

Any promotion and advertising should reflect the goals and objectives of your event. The two most common promotion tools are:

![Posters](image1)

![Flyers](image2)

Furthermore, you also have the possibility to continue with your promotion during your tournament. Good promotion-tools during your event are printed programmes. Also give-a-ways (T-shirts, caps, etc.) are good tools to ensure that your tournament will remain in the minds of your stakeholders.

A very good tool to raise awareness for your "Sport for Development" is the word of mouth!
Sponsorship

Sponsoring is another good tool for your event to generate support. That support can for example include money, equipment (balls, bibs, whistles, etc.) or even publicity in the media.

A sponsor is not only limited to a company. Potential sponsors are:

- Private persons
- Radio stations
- Newspapers
- NGOs

Turner (1987) defines sponsoring as follows: “Sponsorship is the provision of support by a person or company for some independent activity, usually related to sports, not directly linked to the person’s or the company’s normal business, but support from which the sponsor hopes to benefit.”

You also have to understand why potential sponsors want to engage in a sponsorship with your “Sport for Development Event”. The reason is that your “Sport for Development Event” offers uniqueness and identification from which the sponsor wants to benefit. Below is a list of potential sponsor wants to sponsor your event:

- To increase public awareness for the company, the product
- To identify the company with the particular market segments
- To involve the company in the community
- To build goodwill
- To generate media benefits
- To showcase products, features, etc.

Now you know why someone wants to sponsor your event. As a result, it is very important how to approach potential sponsors. The best way to get in contact with your potential sponsor is to write a sponsorship-request-letter.
The sponsoring letter has to include the following points:

- **Event Description**
  - Project idea and title
  - Time and Place
  - Promoters / Promoter
  - Status of event in the local context

- **Publicity**
  - Expected number of participants / attendance
  - Target Groups
  - Possible media interest
  - Special Guests

- **Benefits for the Sponsor**
  - Planned promotional activities
  - Other sponsors

- **Budget and Desired Sponsorship Monies**
  - Possible revenue
  - Type of sponsorship (money, equipment or services)

Keep in mind that the size and scope of your “Sport for Development Event” will determine the number of sponsors. If you plan to have a small “Sport for Development Event”, it will not be necessary to have many sponsors. One or two sponsors, who are well known in the community, should be enough.
Sample sponsoring-request-letter:

Save the Youth, Inc.

Dear ________________________________

We are looking for a successful company to partner with that has a heart for the development [and the education] of our [insert your charity/beneficiary here]. We see these qualities in your company, and we invite you to join [insert your organization name here] in our mission to [insert mission here, i.e. educate the youth of our city].

As an [insert your organization here] sponsor you will be part of a [insert the benefit the potential sponsor would receive: i.e. national advertising campaign where your company will attain recognition across the country for your commitment to and aid in our mission.] [Describe the benefits in full detail, along with how your organization will secure this initiative.] Through your sponsorship, you will [discuss other benefits to the potential sponsor, i.e. will gain access to this large, hard to reach target market.] [insert your organization’s name] Sponsors will be acknowledged as the trusted and recommended expert in their industry through [state the ways this potential sponsor will gain recognition throughout the community as being a generous sponsor, i.e. radio advertisements, websites, local newspaper, etc.]

[Describe what your organization does, its mission and goals in greater detail, i.e. Through our Youth After School Programs and our newly-written curriculum, Save the Youth, Inc. is committed to transforming our community into a safer, highly educated environment. Together, [insert Sponsor Name] and Save the Youth, Inc. can empower the young minds of our city by revitalizing the honest values and the high standards that this town was founded on.]

We look forward to a partnership with you and with your company. Our joint initiative will [final comment on how the partnership will make a difference, i.e. make a lasting impact on the lives of our citizens and will ensure a brighter future for all.]

Respectfully,
[insert name here]

1234 Riverside, Austin, Texas 78704
512.123.4567

Keep in mind that sponsorship is not the only possibility to generate income and benefits for your event. Below you can find further information on how to generate income and benefits for your event:

- Exchanges of goods or activities
- Volunteer work or donations
- Grants from local, regional or national governments
- Grants from charitable bodies and development agencies
- Fundraising activities related to the event
- Funding from trust or philanthropic bodies
Planning an Event

Venue

You should identify the venue for the event in the early stages of your planning process. Furthermore, you should conduct a site visit in order to know if it is the right venue. Keep in mind that it is very important to have the right venue for the right event.

As soon as you have identified the venue, you should know what the key requirements are. These include:

- Licence and permit applications
- Contact person (School, principal, municipality, etc.)
- Insurance
- Booking and contract
- Emergency procedures
- Parking
- Dressing rooms
- Toilets

A good event manager should bear the following steps in mind:

- Venue Booking
- Preparation of venue
- Access
- Access Control
- Toilets and dressing rooms
- Cleaning service
- Signage
PART 1

Planning an Event

Below is a list of what you should remember when it comes to the site overview:

- Access and transport: road, bus, railway, foot, cycle, waterway links
- Parking: public and disabled
- Entrances and exits: emergency access
- Ticket stands and toilets
- Main arena, focal points, stages or competition viewing areas
- Catering area, food court, food stalls and catering van sites
- Hospitality, corporate or VIP areas*
- Service area: toilets, baby changing, waste disposal, recycling, shower or bathing blocks
- Children’s area, lost children’s point, first aid
- Organizer’s office and/or emergency control point*
- Public zoned areas, restricted access areas*, private or secure areas*
- Service roads*, assembly areas* and the event trailer park*
- Fire assembly points, emergency crowd overflow areas*

* These areas may not necessarily be shown on public maps

(Shone & Parry, 2004, p. 178)

Template to book a venue:

Mr. Perfect
Soweto Football Club
Soweto

Dear Mr. Perfect,

YDF will be planning an event on “Football and Life Skills” on 28 January 2011, from 8:00 am - 6 pm.

In this connection, we (YDF) would like to request the availability of your soccer pitch to be the venue for the aforementioned event. Furthermore, we also would like to request the availability of your toilet facilities and dressing rooms as well as relevant parking possibilities.

We would be very grateful for your approval.

Yours in sport,

Mr. 100%
Catering

As you may know, catering has to be included in your event. Therefore, a caterer providing food and drinks should be around. As you are conducting a "Sport for Development Event", you should ensure that health food and drinks are provided.

Furthermore, you should plan for a high number of visitors attending your event - imagine running out of food and drinks before the end of the event.

You already learned that the community has to be informed and involved in your event. Catering is a good opportunity to involve the community actively in your event. Therefore, you should try to organize a caterer from your community.

Health and Safety

Health and safety are crucial factors when it comes to your event! Don't underestimate the importance of these two topics. It is your responsibility to ensure that all participants and stakeholders are safe during your event!

Under no circumstances underestimate the importance of health and security!