

## **Guide for Organizing Ice Hockey Events**

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<p>The Purpose of making a Guide for Organizing Ice Hockey Events was to create an easy following guide for students at Vierumäki and other people as well interested in such area of work. The authors have a strong background in organizing and working and volunteering at various ice hockey events in the past. The idea was to create a booklet that can be used as a guideline anytime someone is going to take on the huge task of organizing a hockey event, big or small.</p> <p>There are not too many event planning manuals out there, especially when it comes to ones specific for sports and ice hockey. The starting point for this manual was to create a manual specific for sport events, with the main focus being ice hockey. The manual involves overall advices and also many specific hints and tips when working with ice hockey. The market for hockey events; camps, tournaments, summer leagues, etc. has been showing an growing rate lately, all over the ice hockey world.</p> <p>The authors have been part of the organizing committee for such events as The IIHF World Championships 2008, The IIHF World Junior Championships 2009, Olympic games in Vancouver 2010 and also Mr. Maclean has invented his own league in Nova Scotia, Canada. The manual contains information from the authors' own experiences and from reports of the past events they have attended, as well as from different event and leadership literature.</p> <p>The Guide consists of eight different chapters. It explains the meaning of Creative work and preparation, site-selection, budget and logistics, staffing, marketing, pre-event preparation, execution of event, and post-event actions.</p> <p>The project of writing the guide was started in fall 2009 and it was finished in early spring 2010.</p> <p>This manual was written in English so that it can be most effective for the use of international student and so that it would be most applicable around the ice hockey world.</p> <p>This manual gives an effective tool and a good guideline for anyone organizing an ice hockey event.</p>	
<b>Key words</b> Manual, Ice hockey, Event management, Guide	

## Table of contents

1	Introduction.....	1
2	Theoretical Framework.....	3
2.1	Event Management and Leadership theory .....	3
2.1.1	Event Management .....	3
2.1.2	Leadership .....	5
2.2	Eight Phases of Organizing an Event.....	7
2.2.1	Creative Work and Planning .....	7
2.2.2	Site-selection.....	8
2.2.3	Budget & Logistics .....	9
2.2.4	Staffing .....	10
2.2.5	Marketing, Promotion & Advertisement .....	11
2.2.6	Pre-Event Preparation .....	13
2.2.7	Execution of Event .....	13
2.2.8	Post-Event Actions .....	14
2.2.9	Organizing an Event as a Company.....	14
3	Empirical part.....	16
3.1	Project planning.....	16
3.2	Project implementation .....	17
3.3	Project assesment .....	19
4	Summary & Discussion .....	21
	Bibliography.....	24

# 1 Introduction

The idea of making a manual for organizing ice hockey events came when the two authors were in Canada volunteering and working as part of the Host Organizing Committee of the 2008 IIHF World Championships in Halifax, Nova Scotia. There are so many details to cover and countless hours of work needed to successfully plan, manage and execute a world class event, that the authors thought it would be great to create something that makes it a bit easier. The enormous amount of experience and the possibilities to work with all the different aspects in the organizing committee at the event gave the authors the confidence to take on this task. During this experience the idea came to start compiling the gained experiences and memories as well as all the useful data received from the organizing committees and gather it all and write it down.

After the event in Halifax, 2008, the authors decided to gain more and more experience about how to organize sport events and to gain a deeper understanding on what happens behind the scenes. After attending, volunteering, and working as a paid staff member of the organizing committee at various world class hockey events, there was enough material and experiences to write this manual. Many times, a spectator goes to an event and leaves it afterwards without a clue how the event was organized, managed and executed. This manual is trying to open those curtains and explain the whole process of how to host a successful event and keep those spectators leaving the event with a smile on their face.

After every tournament, the organizing committees had plans to compile a final report from the event to pass on to next organizing committees to work as a useful guideline for them. This seemed like a great idea and actually was the “father” idea behind this manual. The objective for this manual was to create a manual that is an easy and effective tool for event organizers to use anywhere in the world. The starting point was that this guide gives overall guidelines and a framework for any sport event and that it adds hints and tips and goes more into details specifically with ice hockey events. The objective was also to educate the reader and to make them question different ways to do things and to always think outside the box.

The manual was written so that it is easy to follow and it moves forward through the different steps of organizing an event in a chronological order. It has eight different chapters, including topics, such as, Creative Work & Preparation, Site-Selection, Budget, Logistics, Marketing,

Pre-Event Preparation, Execution of Event, and Post-Event Actions. The idea is to give an understanding of the basics of every topic and then discuss and reflect authors own experiences and add ideas for future improvement and give the reader some tools to come up with own ideas.

The objective was to explain how, why, what and when certain things are done in the organizing process. The outcome to come by this objective was that the manual goes through the basics of all the categories mentioned in the paragraph above and then goes more into detail of the needs of an ice hockey event.

The main objective of this manual is to act as a guideline and to educate someone that is thinking about creating an Event of their own or will be working in a head position in an organizing committee. But do to the fact that many times in events most of the staff is volunteer based and that many times they might have very little experience from organizing an event, this manual can also be used as an effective tool to educate the staff and volunteers taking part in organizing a successful event.

The manual will be given out to the use for students of Degree Programme of Sports and Leisure Management and later it might be posted somewhere in the internet.

## **2 Theoretical Framework**

### **2.1 Event Management and Leadership theory**

#### **2.1.1 Event Management**

“Accordingly, understanding of the project management principles is not only the sound base to any successful undertaking, it is also the theoretical framework for a sport event” (Koch, 2008, 14).

For any event to be successful it needs to be well managed and lead. How can event or project management be explained? How does one define what is good management? Firstly, it is very important to understand the management principles. The Free Management Library, 2008, describes project management as

A carefully planned and organized effort to accomplish a specific (and usually) one-time endeavour, for example, construct a building or implement a new computer system. Project management includes developing a project plan, which includes defining project goals and objectives, specifying tasks or how goals will be achieved, what resources are needed, and associating budgets and timelines for completion. It also includes implementing the project plan, along with careful controls to stay on the "critical path", that is, to ensure the plan is being managed according to plan. Project management usually follows major phases (with various titles for these phases), including feasibility study, project planning, implementation, evaluation and support/maintenance.

These laws and regulations of project management are suitable and applicable for any event and project. But how can these management guidelines be used and applied to real life? How does all this come together so that one can be sure all these aspects are covered in order to organize and successfully manage an event or a project? Accordingly, it is asking questions and to constantly updating the plan.

Many event management experts say that the process of answering the following questions helps to create an action plan and get the project started on the right track. It is best to start with the question WHY. By answering why the event is organized or a project is created that states the objectives. WHO question means that one needs to figure out the organization chart

and staffing. Who are needed for different positions in order for the job to get done. Answering the question WHAT breaks down the workload. It helps to get a better understanding of what needs to be done. WHO DOES WHAT? By answering to that, one creates an understanding of what different expertise is needed and what actions are they needed to make. After one answers these question, it seems to be a lot easier to start creating the action plan for the organization.

Then there are three more questions to answer. To effectively follow the action plan that was created in the last phase, one need answers to WHEN, HOW and HOW MUCH? WHEN, will define different time limits and milestones and also gives an order for actions, a timeline. HOW and HOW MUCH determines the quality of the event, meaning it is important to know how the event will be operated, controlled and improved and also to know how much money the event has to operate with.

Every project is implemented under three constraints, scope, costs and schedule. Figure 1 shows quality as the fourth constraint or as a result of the three aforementioned constraints.

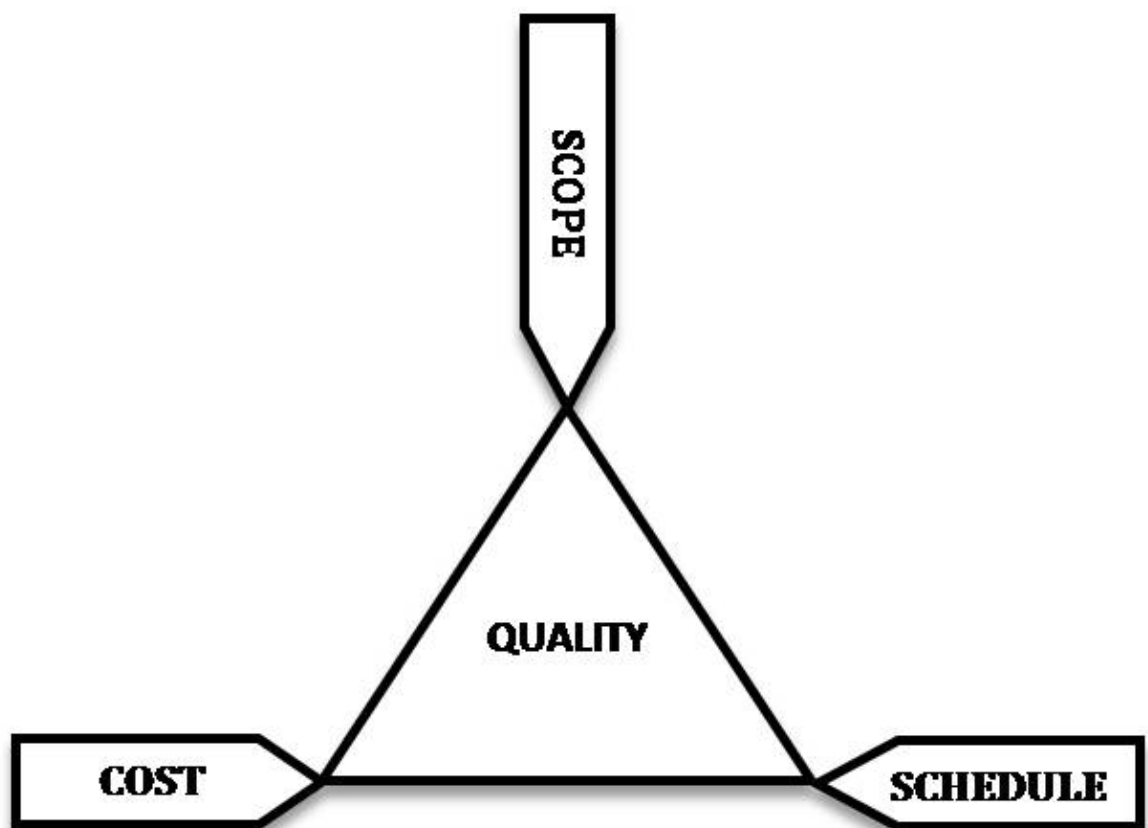


Figure 1. Event Management Triangle by John Manuel Kennedy T

This triangle can be understood so that every event aims for high quality. In order to create, manage and organize a high quality event one must have right correlation of monetary resources and sacrifice countless hours of work to the process. In a way, if the monetary resources are limited one must work harder and maybe expand the time frame for the preparation work, and vice-versa.

### 2.1.2 Leadership

Leadership means the skills of being a good leader – a good organizer, coach, teacher, manager, director. Good management often means and needs good leadership as well. When people think of leadership, they often think of the obvious characters; determination, toughness, business sense, vision and toughness. A good leader needs some attributes of all these characters, but in event leadership we think there are things that are at least as important to a good leader. A leader in the charge of an event should have good people skills and interaction with the staff and volunteers, a great leader is *emotionally intelligent*.

Although a certain degree of analytical and technical skills is a minimum requirement for success, what is called “emotional intelligence” is what may be the key attribute that distinguishes outstanding performers from those who are merely adequate. For example in a 1996 study of a global food and beverage company, where senior managers had a certain critical mass of emotional intelligence, their divisions outperformed early earnings goals by 20%. Division leaders without that critical mass underperformed by almost the same amount. (Coleman, 1998, 1.)

We think this applies very well with event leadership. It is important to have a certain degree of analytical and technical leadership skills, but in a short time period where event often occur it is important to have a high mass of emotional intelligence. When working in a leading role in an event organization one needs to constantly work with other people and it is imperative to have good social skills and be able to come along with different kind of people. It is also important to know yourself and be in peace with your own abilities in order to effectively delegate work to others.

There are five components to emotional intelligence in leadership: self-awareness, self-regulation, motivation, empathy and social skills. People with *self-awareness* have a good under-



standing of their weaknesses and strengths. *Self-regulation* helps them to control their impulses or even channel them for good purposes. A passion for achievement for its own sake is the kind of *motivation* that is essential for leadership. *Empathy* is a sense skill where one is able to take into account the feeling of others when making decisions. Last but not least, *socials skill* means ability to build rapport with others, to get them to cooperate, to move them into direction you desire. Social skill, by contrast, is friendliness with a purpose. (Coleman, 1998.)

The practical applications of leadership are near impossible to measure. Good leadership often is the tell-tale symbol of an event. Our experience with working with great organizations such as VANOC, Hockey Canada and FIHA yielded a lot of very important information about choosing effective and organized leaders. The hierarchy and chain of command is crucial to the process.

Good leaders are made not born. If you have the desire and willpower, you can become an effective leader. Good leaders develop through a never ending process of self-study, education, training, and experience. Leaders carry out this process by applying their leadership knowledge and skills. This is called *Process Leadership*. However, we know that we have traits that can influence our actions. This is called *Trait Leadership*, in that it was once common to believe that leaders were born rather than made. (Jago, 1982.)

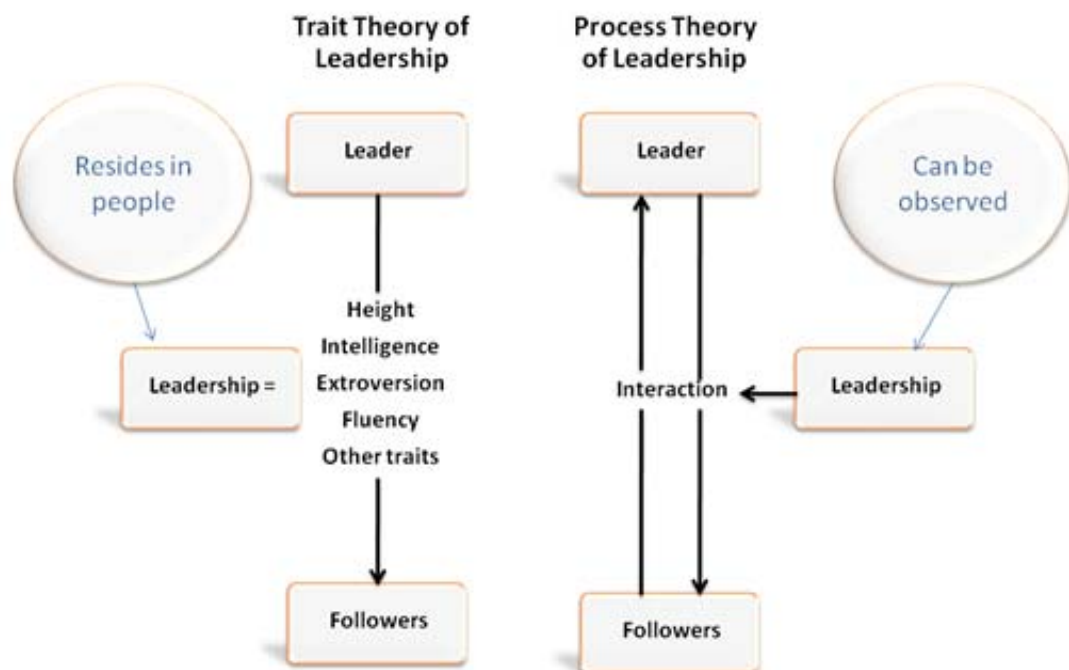


Figure 2 Displays the concept theorized by Jago. (Northouse, 2007, pg 5.)

The trait theory of leadership shown in Figure 2 is kind of an old school way of thinking. It believes that leadership is in a person, that person is either a born leader or not a leader at all. In the process theory of leadership the belief is that a person can develop leader skills and can become a good leader by learning to be one. It also relies a lot to the emotional intelligence in leadership that was introduced above. This means that interaction with the followers, staff and volunteer at the event, is very important and these interaction skills can be practised and improved.

## **2.2 Eight Phases of Organizing an Event and Optional Step of Creating a Business**

### **2.2.1 Creative Work & Planning**

The first step towards organizing any project, whether it is a hockey event or not, is to explore the creative process. This means to brainstorm and create your ideas. Idea will be the backbone of the project. Without a creative process there is no project. So take all the time needed and explore all ideas, problems and solutions before moving on to the next stage. At this stage it is very important to think outside the box and play with the ideas and find the best fit for the next project.

The creative process is defined as the forming of associative elements into new combinations, which either meet specified requirements or are in some way useful. The more mutually remote the elements of the new combination are, the more creative the process or solution is. (Sarnoff & Mednick , 1962.)

The creative thinking process can be done in many ways, and there are many exercises one can go through to help maximize the gains of this needed step. It is a very good idea to go through the process, even if you already have a solid idea about your theme or direction, as it can sometimes assists you in gathering further knowledge and information about your subject. One good way to broaden your vision and to gain new ideas is to get feedback from outside of the project. Sometimes the one with the idea is too close to the project and it can be helpful to talk with people and collect new ideas, maybe in a brainstorming session.

A common brainstorming process is to identify your area of concern or problem and to identify as many different solutions as possible. This can be done in a group or as an individual, although, research has shown that there can be many forms of social issues that can hamper the creative process in group brainstorming, such as social loafing and production blocking. (Mullen, Johnson, & Salas, 1991.)

These issues can normally be avoided when one person or a small group is in charge of making the ultimate decision or has final say. Therefore, seeking outside help for group brainstorming sessions is recommended as a manner of improving the base idea or exploring alternatives to your company. You may also find it a useful practice as you go through the first steps of your journey.

During the creative thinking and planning phase it would be good to cover following topics; picking the theme for the event – even though this might be given from the governing body, coming up with a name and logo, mission statement, target demographics, and the business plan.

### **2.2.2 Site-Selection**

Choosing the right site and right facilities for your event is very important. A proper site can optimize the effectiveness and the goals of your event, whereas a poor site selection can lead to total failure.

The choice of site will directly affect the product market; for example 90 percent of sport facility's customers (Whether it is a court or health club or a retail sporting goodies store) can be expected to live within 20 minutes of traveling time of the facility. For typical large stadium events, such as a professional football game, up to 90 percent of fans typically travel less than 1 hour to the stadium. (Mullin, Hardy & Sutton, 1993, 299.)

It is important to determine the goals of the event before choosing the site. The organizer should consider that the site has a good location for the participants, that the venues are suitable for the event and also that the location can provide all the logistical needs that the event might have. One important matter is also the availability. It's paramount to make sure there are no other events booked for the same time period that could affect the event.

It is also important to make sure that the site meets all these requirements. The best way to do that is to make a site visit to the possible location of the event. Also a good idea is to meet with the management people at the site to make sure everyone are on the same page about the event. At this point it is imperative to discuss and approve on the cost of using the site. This is one of the most important things of the site-selection process. This decision will affect events monetary resources. It is important to find a site that fits the budget.

### **2.2.3 Budget & Logistics**

#### **Budget**

Every company and every business should aim to create enough revenue to cover for their expenses, as should every event. This means that your income budget must at least break even with your outcome budget. It is essential for the organization to have a good budget plan.

“Budget is defined as a ‘comprehensive and coordinated plan, expressed in financial terms, for the operations and resources of an organization for some specific period in the future” (Khan & Jain, 2007, 8.2).

There are many theories and studies done on how to effectively create a proper budget, but very few done for major sporting events. Budgets vary from event to event and often depend on the magnitude of the event. Generally most projects that are similar to event planning employ a project manager. According to Reh, 2010, a successful Project Manager must simultaneously manage the four basic elements of a project: resources, time, money, and most importantly, scope. All these elements are interrelated.

- **Resources** - People, equipment, material
- **Time** - Task durations, dependencies, critical path
- **Money** - Costs, contingencies, profit
- **Scope** - Project size, goals, requirements

(Reh, 2010.)

The practical application of Reh's theories hold true for many major international hockey events. Leadership and management must effectively consider as many options as possible when trying to optimize the effectiveness of a budget plan. The budget plan will determine where there is room to maneuver and will also effectively predict the limitations of the event.

## **Logistics**

Logistics cover everything from transportation to supplying food and beverage to storing to accommodations. It is extremely important to consider how to handle logistical issues and needs. The image of the event may depend on how well the logistics department succeeds with the planning and execution of this process.

This definition is from the LogisticsWorld.com: Logistics is defined as a business planning framework for the management of material, service, information and capital flows. It includes the increasingly complex information, communication and control systems required in today's business environment. (Logistix Partners Oy, Helsinki, FI, 1996.)

In event sense it could be explained as the science of planning, managing and distributing the material needs required to produce and execute the event.

The practical applications learned in working a variety of major international events proved valuable to gaining knowledge in the logistics sector. Logistical issues seem to be the area that has the most potential for problems. Logistical decision making fits into the strategic planning of an event. Logistical planning requires a great deal of time and focus. VANOC's ice sports department spent countless hours planning logistical issues and consulting with a variety of people to determine if they were properly and effectively planning for all possible situations.

### **2.2.4 Staffing**

Every organization is the sum of its parts and every group is as good as it's weakest link. That is why for every employer it is very important to find the best possible employees and surround everyone with good workers and good people. This part is important in the guide as it helps to determine and evaluate your staffing needs for your creative analysis within your budget and also gives you who, what, where, how guide on choosing your staff.

When the organization chart is becoming clear and the hiring process is about to start it is good to follow the five steps by Kate Keenan:

- Create a clear job description for the open positions
- Define a best suitable person for the job
- Receive applications and create a short list of the best candidates
- Interview the best candidates to gain extra information
- Decide who is the best fit for the position

(Keenan, 1997, 43.)

We think especially for sport events it is important to create very clear job descriptions, so that the people applying for the position will know what is expected of them. It also helps the organizer to define and categorise the best applicants.

### **2.2.5 Marketing, Promoting & Advertising**

For any event it is important to be known, seen, supported and available for customers. This is why marketing, promoting and advertising is very important to events. But what is marketing? Many times people think of marketing only as selling and advertising. However, selling and advertising are only the tip of the marketing iceberg (Armstrong & Kotler, 2007, 5).

Marketing is defined as: “Managing profitable customer relationships. The twofold goal of marketing is to attract new customers by promising superior value and to keep and grow current customers by delivering satisfaction” (Armstrong & Kohler, 2007, 5).

There are two different major marketing channels in sports marketing as it has developed two major thrusts: the marketing of sport products and services directly to consumers of sport, and the marketing of other consumer and industrial products or services through the use of sport promotions. (Mullin, Hardy, Sutton, 1993, 6.)

Marketing is the whole process, where one creates and considers the product that they are offering and decides the value of the product. Then the process continues with the decision of

where the product will be available and also how to promote that product so that the customers would find it. Marketing is the process of building profitable customer relationships and creating value for customers and the product and capturing value in return. (Armstrong & Kohler, 2007, 29.)

This is also applicable for even marketing. Organizer needs to consider the market and try to build profitable customer relationships.

The first four steps of the marketing process focus on creating value for customers. The company first gain understanding of the marketplace by researching customer needs and managing marketing information. It then designs a customer-driven marketing strategy based on the answers to two simple questions. The first question is “What consumers will we serve?” (market segmentation and targeting). The second marketing strategy question is “How can we best serve targeted customers?” (differentiation and positioning). (Armstrong & Kohler, 2007, 29.)

When the marketing strategy is decided, the organization next constructs a marketing program – consisting of the four marketing mix elements, know as the four P’s (Product, Price, Place, Promotion) – that transforms the marketing strategy into real value for customers. The organization develops product offers and creates strong brand identities for them. It prices these offers real customer value and distributes the offers to make them available to target consumers. Finally the company designs promotion programs that communicate the value proposition to target consumers and persuades them to act on the market offering (Armstrong & Kohler, 2007, 13.)

Promotion and Advertisement are both key characters of marketing for sport event business. By promoting the event, it gets the word out. This can affect how much participants, customers, audience and publicity the event receives. With different promotions the event can also gain some popularity and there could be also a possibility for possible sponsors to organize their promotions at the event, which could bring money to the event. Some sponsors might be willing to advertise their products at a sport event, and this could be a possibility for the event to get some revenue.

### **2.2.6 Pre-Event Preparation**

The pre-event preparation is the beginning of the execution of the plan. At this point the practical knowledge obtained from several IIHF World Championship events leads us to say that the development of a critical path is crucial. A critical path is a timeline to completing necessary tasks leading up to the event. It is generally organized into sections of time and importance. For an effective critical path management must be able to collect pertinent information to accomplish the following tasks:

- (1) To form a basis for prediction and planning
- (2) To evaluate alternative plans for accomplishing the objective
- (3) To check progress against current plans and objectives, and
- (4) To form a basis for obtaining the facts so that decisions can be made and the job can be done.”

(Kelley and Walker, 1959.)

Planning is extremely important and finding a way to chart and measure progress against what still needs to be done is vital to the success and execution of an event. This is a part in the guide where we rely lot on our past event experiences and examples.

### **2.2.7 Execution of Event**

No matter how good your plan is, it's still very important to be able to execute the event as well as possible. This section will discuss how to follow your plan effectively.

Depending on the magnitude of the event there are several practical applications that were learned during our experience in gathering information for this guide. Executing an event requires the continuation of the critical path and strategic plans. At this point there will be consistent briefings and meetings for every department. Reports and recommendations will be filed every day and decisions will have to be made very quickly to deal with any problems that may occur.



The goal at this point is to operate as smoothly and as according to plan as possible. There is very little literature on the subject and it is often impossible to predict everything that can happen during the event. The best idea is to plan for worst case scenarios and best case scenarios and do whatever possible to come out leaning towards the latter in every possible situation. The event is not over when the games end, there are still several steps to accomplish and this fact is often an oversight. These plans also need to be included in the event execution plans or else the post-event breakdowns will fall apart.

### **2.2.8 Post-Event Actions**

This stage starts when the final horn has gone off or the final whistle has been blown. There is still a lot of work left to be done. As noted earlier, most of the staff will neglect this fact, unless they have been formally informed beforehand and the organizer has planned for these actions.

This step is so much of an afterthought that there proves to be very little literature or resources available the subject. Even many event management theory papers for sporting events neglect to accurately and effectively explain the work load that occurs after the games are done. This can include; returning the facilities to their original condition, removing all signage, removing any furniture or electronics, selling off your event specific items and much more. Post-event actions can often continue to cost or make you money and need to be planned for. These plans will likely need to adapt to situations and conditions that occur before and during the event as well as the conclusion.

### **2.2.9 Organizing an Event as a Business**

This is sort of a bonus stage to the guide in that it is not necessary but it is something that should be considered when entering into the process of organizing an event. Major international events are difficult to obtain on a regular basis, but smaller scale events can be repeated in any sort of sequence or pre-determined amount of time. These events can be extremely beneficial for promoting the sport in a given area or region and with different age groups and skill levels as opposed to an already determined level and age group.

The guide identifies the steps necessary to make a transition between a one-time event and a recurring event or series of events or how to begin the process from scratch. A lot of the information provided in this section of the guide is similar to what has already been presented but for the integrity of the information for those seeking how to start a company specializing in events, the recurrence of that information is beneficial to the process.

## 3 Empirical part

### 3.1 Project Planning

The project planning was started by us creating and imagining a big picture about what our goals were with the guide and what were the key messages we wanted to get through. By doing this we assessed what the content would be for the guide and how much emphasis we would take to each area of content. We defined that we would want to create a guide that would be easy to follow and could be used by even the most novice event manager, but also would give something for someone who already has some background of events.

We thought it would be great if the guide could give the reader a big view of all the underlined things and advices, and sometimes even facts that are included in managing and organizing sport events. We wanted our booklet to include certain things about event management and leadership in general, as well as starting and creating an organization to organize events, but also to cover the basics of each step and each work face when organizing an event. Then we also wanted to add some depth into the most important phases in our minds, and add examples and details about specifically organizing an ice hockey event.

After we had clear image of what we wanted to include in the project we decided to create a plan for how to go on with the project. We created a critical path for us to follow. We listed all the things and all the work that needed to be done. Just at this point our image was a little bit different than the end result came out. We at this point wanted to create a book that would cover everything from starting a sports company, to managing and organizing sport events. We thought they go much hand in hand as many times you need to register a company that will organize events, if one wishes so. But after couple first feedbacks we received stated it was too much and too confusing, we decided to drop the part about starting a company and focus solely on organizing events, which we thought we had more knowledge and expertise about. So we needed to go back to our plan and make some changes to it, as we know from event experience this happens a lot with project plans.

One big issue with our plan was time. We started the writing process in late fall 2009 and we knew we were both going to be very busy during the winter with us both working at the Olympics, one of us scouting at the World Juniors and with bunch of other projects that kept us busy during the whole process. So we created a timeline for each of us with segments that we needed to finish by a certain deadline. Also we were able to get together a few times during

the process to exchange ideas and work on the project together, which was great considering one lives in Europe and one in North-America.

When we planned the actual work phase, we started to research existing literature concerning possibly ice hockey events, event management in general, marketing, leadership, organizing skills and financial planning. We also started gathering and compiling all the documents that we had gotten from the previous events we had attended, and started to write down our memories and experiences from the work we had done. This gave us a strong and inspiring foundation of information from different sources and then we started to work on the guide.

This wasn't the last time we had to change our plans, though. Almost at the last moments we figured out we needed to make some concept changes and we figured we should've planned for some more resource reflections, so we still made some final changes at the very last moments. Which at the end we thought we were able to do in the way we wanted and the end result came out good.

### **3.2 Project Implementations**

As mentioned before we had a concern of how we would get everything done with both us living in a different continent. We met and created a plan, a critical path, for how we would do everything. We decided to divide the topics that we had agreed to include into the guide. Then we went on and finished our topics and after all the work was done we switched the materials produced and gave feedback and decided together if something needed to be changed or improved. This way we were able to constantly improve and make sure that we got our planned topics covered.

In the first part of the guide we introduced our project and explained why and how we took on the task, and what the task is actually about. The introduction also give a walkthrough of all the chapters that are covered in the guide to make it easier for the readers to get a bigger picture of the content and to easier locate the information they want to find. This part also includes an introduction of the authors, so it explains the background and experience we have from the field of ice hockey and different sport events.

Then we shortly explained and introduced the meaning of event management and leadership. The objective of this part of the guide was to get the reader to understand the basics of people management, leadership qualities and organizational skills. We thought we could best explain this by approaching event management and leadership from different point of views. We

wanted to give an idea of what makes a good leader and a great organizer. We wanted to emphasise the importance of people skills and that how it is imperative to get people to work for you and with you towards a common goal.

Then we decided to go about covering all the different sections we felt were important and we wanted to have in our guide in a chronological order. We thought this would be most logical and makes the following of the book easier. So the first chapter was going to be creative work and planning. Accordingly, any event starts with this phase. We wanted to clarify how important it is to plan well and sacrifice time for some creative work and thinking before jumping into action. The other objective was to give some tools and ideas of how to go about the creative work process and what to consider when preparing the plan for the event.

The next chapter of the guide was site-selection. We think that one of the first stages of planning an event is to start choosing the site and location. We wanted to emphasize how important a good site can be for an event. We also wanted to explain how the site-selection process may be different for different events. We listed our own experiences from the past events and also described a couple examples of ideal locations for sport events. And what those sites should and should not have.

After that we had a section that covers the budget and logistics. Here we wanted to make sure that the readers understand how important it is to plan the budget well and try to work within the budget limits. We also wanted to make clear some of the basic logistical needs of an ice hockey event and here we also added a lot of information from our experience and from the records of the past events.

The next part to cover was staffing. We wanted and tried to explain how important it is to have great staff and also how important it is to have enough of staff available during the event process. We started with explaining different organizational chart models and ways to lead groups, that we had experience from the other events we have worked before. We also wanted to address the importance of the hiring process and to give everyone in the staff a role they are comfortable with.

Next one was marketing, promotion, and advertising. We firstly wanted to make sure the readers would know what all of these means and that they could identify all of the categories. We also wanted the readers to understand that marketing and advertisement can be a huge part of the events monetary income, or it can affect the success of the event by affecting its popularity.

The next chapter was about pre-event preparation. Here we wanted to make sure that the reader would create an understanding on how important this phase is for the whole project. At this phase it is time to look back to your ideas and plans and create a critical path and a timeline for things to get done - A to do list. Also we wanted to bring forward all the special things that could occur in a hockey environment.

Then we talked about event execution. Which we think is one of the most important chapters in our book. This chapter is in a way unique, so that it gives so much detail information and examples of what could happen? How to react on different things? and other little details that many other event management book does not cover, as they are more focused on the basic management techniques. We also looked for different models of time management and organizing skills and leadership qualities that we think one needs during this phase of event process.

Next one was post-event actions. This chapter we wanted to emphasise and get the reader to pay attention to the fact, that when the final game or event is finished there is still a lot of work to do and books to close. We wanted to cover all the different steps organizers should consider.

At the end of the guide we created a section where we collected a small tips and recommendations section. Then the guide ends with a short summary & discussion part. And finally we added some appendices, where we used some of the material that we had from our past events that we think will be very useful for someone who might be organizing events the first time in their life.

### **3.3 Project Assessment**

The end result of our project was that we finished up with a 97 page booklet. The guide was divided into 3 sections: 1. Event Management and Leadership Theory, 2. Eight Phases of Organizing an Event and 3. Organizing Events as a Business. Section 2 has eight subsections: Creative work and planning, site-selection, staffing, budget and logistics, marketing, promotion and advertising, pre-event preparation, event execution and post-event actions. All the eight subsections are also divided into smaller contents to make it easier for the reader to find the information they are looking for. Also Section 3 is divided into subsections as well.

We were very satisfied with final result. We were left with the feeling that we were able to cover most of the information that we wanted to cover in our guide. The main concern was that

we had problems from time to time to draw a line where to stop writing a certain part in some topics. We wanted to cover the basics, but not go too deep into all of the things, so that the reader would not get bored or confused. Also as we used a lot of reflections from our own experiences it was rather difficult to find other sources and to find any literature about ice hockey events and event management in general. The main goal was to create the guide quite easy to read and easy to understand and follow. We wanted to bring forward the core information for event planning and management, specifically with information about ice hockey events.

After we evaluated the guide we think that we were able to achieve our objectives and main goals and to cover the basic information that is important to know in organizing ice hockey events. The idea was that after reading this guide even the most novice entrepreneur would be able to organize an event and later on in the process always come back to look for tips and answers from the guide.

## 4 Summary & Discussion

The purpose of this guide was to illustrate and outline a manner for even the most novice of entrepreneurs and event planners to start and successfully execute ice hockey events. We decided to create something that would be useful for everyone, for a student that is learning about event management or is going to be working in the first event project and for a more advanced event organizer who is maybe looking to improve event managing skills. We have covered all the topics that we, the authors, feel are crucial to the start-up and successful execution for an event. We believe that anyone should be able to read this guide and understand what it takes to take on such tasks and hope that it has been clear and concise enough to assist readers down the path to success in their venture.

There are lot of different kind of events in the sport of ice hockey. These events can range in magnitude, size and importance from a local minor hockey tournament to an Olympic Games or World Championship. With every single event there are different groups to consider as well, be it the age group of the participants or the level of the participants. Creating an effective plan and being able to follow it is crucial to the success of any event, no matter what the magnitude or level of the event is. There are little to no resources available at this point for ice hockey event planning outside of the IIHF literature. The result of the practical experience that we were able to obtain through multiple roles in various tournaments over the past four years allowed us to collect and organize information to properly create and execute a plan. The guide has been structured so that anyone can pick it up and learn what they need to about our experiences to help them effectively produce and execute an event. This addresses a fundamental need for information in the sport, especially considering that both domestic and international events are one of the most effective ways to promote the development and growth of the sport.

Covering the creative process really assists those who are thinking about putting on an event in exploring their options and determining what sort of personal spin or touch they can add to it. This is especially valuable for domestic or youth events or development events as it assists in creating a valuable and exciting product, something that is different from the every day. There isn't as much room to manoeuvre with major international events, but there is still a manner in which the creative process can assist in creating a world class event by making it appealing to the target market of the event.



Choosing a site is an in-exact science. This can range from choosing a country to a region to a city right down to choosing the venues. In a lot of places there are not as many options, therefore choosing a site requires little debate. But in other areas of the world, there are many options for venues. Having a guide that can assist people in making an informed decision and updating them on everything they should consider is a major benefit for any organizing committee. Site selection can impact everything from fan attendance to player participation. Knowing and understanding the limitations and strengths of each potential venue is an absolute must.

The guide offers much advice and practical application for creating a budget and managing it, as well as adapting to the outcomes and needs of a particular venture.

The guide also offers a lot of insight and special advises on pre-event planning, event execution and post-event actions. These topics are critical and essential in order for the event to run smoothly and to be successful. These topics though can be hard to understand in this concept by just reading about event planning literature. This is where we found that our guide gives great examples and ideas to especially hockey event planning and execution, and it gives the reader a sense of what might happen and what are the main aspects to consider during these phases of the project. We also felt it important to tie in the concepts of organizing an event with our practical experiences in working for privatized hockey specific companies which organize their own brands of events, tournaments, camps, etc. Being able to effectively continue an event concept is an outstanding way to promote the development of the sport in whatever region.

Last paragraph in a sense ties up the conclusion we came to. We think we were able to create something that is very helpful for the people we targeted when we started this process, as we have found that there are many great event management and event planning resources but they all seem to be very basic and theoretical. We think that we were able to explain the meaning of different topics and then bring our practical examples on to the table to support and improve those theories.

This whole process thought us much as well. Sometimes it is good to not dream too big, meaning that it is good to prioritize what we really need to and can do in a certain time limit.

Also we learned a lot about ourselves and we also learned a lot of new things about event management and organizing events.

The biggest challenges during the process were the lack of time and lack of opportunities for us to work on the project together. But we overcame those challenges pretty well and we are happy with the end result.

The goal for the future is that this guide would be helpful in the future for new event organizers and why not for some more experienced event managers as well. This could work as a tool book for someone also that has organized events in a different field before and is making a debut into the ice hockey rink.

We hope this will be helpful and we thank everyone who helped us during this process and made all our past experiences possible for us.

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# Guide for Organizing Ice Hockey Events

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# Table of Contents

## 1. Introduction

### 1.1 Idea of the Guide

### 1.2 Walkthrough of the Sections

#### 1.2.1 Organizing an Ice Hockey Event

#### 1.2.2 Organizing Ice Hockey Events as a Business

### 1.3 Introduction of the Authors

## 2. Management and Leadership Theory

### 2.1 Management Theory

### 2.2 Leadership Theory

## 3. Practical Implementation of Organizing Hockey Events

### 3.1 Creative Work and Preparation

#### 3.1.1 Asking yourself questions

#### 3.1.2 Selecting your theme

#### 3.1.3 Creative brainstorming process

#### 3.1.4 Coming up with a name

#### 3.1.5 Logos

#### 3.1.6 Mission statements

#### 3.1.7 The target demographics

#### 3.1.8 Building on the concept

#### 3.1.9 The business plan

#### 3.1.10 Plan for marketing and promotions

#### 3.1.11 Building off experience

### 3.2 Site Selection

#### 3.2.1 The office

#### 3.2.2 Bidding process

#### 3.2.3 Consideration of site-selection

#### 3.2.4 Neutral site-selection

#### 3.2.5 Venue consideration

#### 3.2.6 Merchandising

### 3.2.7 Miscellaneous considerations

## 3.3 Budget and Logistics

- 3.3.1 Forecasted budget
- 3.3.2 Staffing budget
- 3.3.3 Logistical costs
- 3.3.4 Facility costs
- 3.3.5 Break-even budget
- 3.3.6 Making adjustments
- 3.3.7 Tracking the budget
- 3.3.8 Profit vs. Non-profit
- 3.3.9 Logistics – Protecting your image
- 3.3.10 Transportation
- 3.3.11 Food and beverages

## 3.4 Staffing

- 3.4.1 Staffing needs
- 3.4.2 Hierarchy and organizational chart
- 3.4.3 Volunteers
- 3.4.4 Filling positions
- 3.4.5 The hiring/interview process
- 3.4.6 Contract negotiations

## 3.5 Marketing, Promotion and Advertising

- 3.5.1 Market research
- 3.5.2 Define marketing strategy
- 3.5.3 Value proposition
- 3.5.4 Promoting your event
- 3.5.5 Advertising
- 3.5.6 Contractual obligations and partnerships
- 3.5.7 Sponsorship
- 3.5.8 Becoming a sponsor

## 3.6 Pre-Event Preparation

- 3.6.1 Critical path

- 3.6.2 Task list
- 3.6.3 Revisiting the plan
- 3.6.4 Committees
- 3.6.5 Accreditation
- 3.6.6 Revisiting your plan
- 3.6.7 Training and rehearsal
- 3.6.8 Taking care of your Workforce
- 3.6.9 Time requirements
- 3.6.10 Last minute marketing
- 3.6.11 Explore partnerships
- 3.6.12 Event literature
- 3.6.13 Last minute preparations

### 3.7 Execution of Event

- 3.7.1 Where the Pre-Event Preparation Meets the Execution of the Event
- 3.7.2 Double checking
- 3.7.3 Staying on top of issues
- 3.7.4 Delegating task and relying on leaders
- 3.7.5 Following chain of command
- 3.7.6 Staying calm and focused
- 3.7.7 Following protocol

### 3.8 Post-Event Actions

- 3.8.1 Venue tear-down
- 3.8.2 Celebrate with your team/staff
- 3.8.3 Giving feedback
- 3.8.4 Revisit the budget

## 4. Introduction to Running Hockey Events as a Business

### 4.1 Creative Work and Preparation

- 4.1.1 Brainstorming process
- 4.1.2 Making an idea yours
- 4.1.3 Naming your venture and creating a logo

- 4.1.4 Public image
- 4.1.5 Target demographics
- 4.1.6 Business plan
- 4.1.7 Exploring the concept of marketing and promoting

## 4.2 Budget

- 4.2.1 Create a budget
- 4.2.2 Creating enough revenue
- 4.2.3 Making adjustments to your budget
- 4.2.4 Tracking your budget
- 4.2.5 Profit vs. Non-profit
- 4.2.6 Insurance
- 4.2.7 Logistical needs

## 4.3 Staffing

- 4.3.1 Evaluating staffing needs
- 4.3.2 Meeting staffing needs
- 4.3.3 Contract negotiations
- 4.3.4 Insurance
- 4.3.5 Work environment

## 4.4 Marketing

- 4.4.1 The marketing strategy
- 4.4.2 Marketing, advertising, promoting
- 4.4.3 Sponsorship and partnership

## 4.5 Moving forward

- 4.5.1 Evaluating your own performance
- 4.5.2 Making improvements and adjustments
- 4.5.3 Starting over again

## 5. Discussion

- 5.1 Project Summary
- 5.2 Conclusion
- 5.3 Acknowledgements



## Bibliography

## Appendices

Appendix 1 Example Job Description

Appendix 2 Example Budget

Appendix 3 Example Task List

Appendix 4 Example Daily Schedules

Appendix 5 Example Organizational Chart

# **1. Introduction**

As the game of hockey grows around the world, there is a developing need for outside parties of interest to get involved and create new and exciting opportunities for the hockey playing population of their immediate areas and beyond. The International Ice Hockey Federation (IIHF) and the National Hockey Federations from around the globe have done a tremendous service to the game in creating development programs and national and international competition events that assist the interest in and the development and help the popularity of the sport of ice hockey to grow exponentially. A growing trend among the more stable ice hockey nations, where the popularity and development of the game is rarely challenged, is the emerging industry of summer/spring hockey leagues and tournaments, schools and camps. Certain of these companies have been able to develop a business model and are founded on exciting and fresh entrepreneurial foundations and have not only become fairly lucrative, but also provide an excellent breeding ground for hockey entrepreneurs and the development of not only players, but coaches, managers, scouts and event planners, among others.

## **1.1 Idea of the Guide**

The purpose of this guide is to identify, explain and help anyone set up a ice hockey or basically any sport event of the nature described above. As you read through the guide, it should serve as a step by step how-to mould to assist even the most novice of entrepreneurs in formulating and executing their creative concept. We will touch on the hockey operation aspects as well as the business fundamentals for such ventures and provide practical examples and information relating to each step of the process. We have coloured the text with our own experiences and added hints and example models, to point out what has worked before and if there is room for improvement that we have noticed.

## **1.2 Walkthrough of the Sections**

The guide will explore the concepts behind organizing an event (tournaments, etc) so as to allow the reader to find what they are looking for as effectively as possible, although it is recommended to go over the fundamentals of each process as they can often go hand in hand or assist you in your creative process. Sections 2 and 3 and their subsections will cover everything you need to know about organizing an ice hockey event, including covering the

theories of management and leadership. Overviews of these sections will be covered below. The guide will conclude with section 5 and its subsections which will discuss and summarize the project as a whole.

### **1.2.1 Management and Leadership Theory**

Section 1 explains the basic elements of Event management theory and Leadership skills. This section opens a view to what we see is important to learn and practice to be better at managing an event and being in charge of an organization.

### **1.2.2 Practical Implementations of Organizing an Ice Hockey Event**

Section 2 will discuss the need-to-know and step by step practices of organizing your event. This section will go over everything from the logistical issues to financial and competition practices to help you plan and execute an effective event as well as exploring the benefits of organizing such events.

### **1.2.3 Introduction to Running Hockey Events as a Business**

After we have explained the concepts, steps and stages towards organizing your own event, we will then offer up some advice on how to further explore your options with events. Organizing events at varying scales and at various times for different groups is now a very popular business and can offer new and exciting opportunities for hockey entrepreneurs as well as offer up fresh new ways to focus on the development of both young hockey players and the sport as a whole in your region. In this section 3 we will cover the concepts of starting a business and how it can apply to a continuous program of events. It is our hope that this section coupled with the information gathered in the organizing ice hockey events section will allow you to optimally plan and execute your own business focusing on ice hockey events.

## **1.3 Introduction of the Authors**

Creating and organizing your own event is difficult in any scenario, and this guide will provide you with all the necessary information needed to help you identify your best chances

for success. This guide has been created as a thesis project by Vierumäki Sports Institute students Ross MacLean and Petteri Hietanen, of the Degree Program in Sports and Leisure Management located in Vierumäki, Finland and in cooperation with the International Ice Hockey Centre of Excellence. Between them, Ross MacLean (of Halifax, Nova Scotia, Canada) and Petteri Hietanen (of, Hämeenlinna, Finland) have worked multiple IIHF sanctioned World Championship tournaments, including the 2010 Winter Olympic Games in Vancouver, Canada, and at hockey schools and camps around the world and have gained valuable insight, materials, knowledge and experience in the preparation and execution of major events and smaller domestic tournaments and camps. The process of this guide was almost 4 years in the making as the authors took the time to research and improve upon their own experience and knowledge of the topics discussed. The result should be an informed and effective guide for all to achieve success in any of the topics discussed in this guide.

Below is a list of Ice Hockey Events the Authors have attended during the student and professional era since 2006:

#### IIHF Events

- IIHF World Junior Championships 2006, 2007, 2008, 2009, 2010
- IIHF World Championships 2007, 2008
- IIHF U-18 World Junior Championships 2007, 2009, 2010
- IIHF Women World Championship Division II 2008
- IIHF Development Camp 2007, 2009

#### FIHA Events

- Pohjola Camp 2007, 2008
- Little Lions Tournament 2008
- Finhockey School 2006, 2007, 2008

#### Hockey Canada Events

- Alberta Cup 2009

#### Other

- Nova Scotia Summer Hockey League
- Okanagan Hockey School 2008

## 2. Management and Leadership Theory

Section 2 and its sub-sections will explore the concepts behind the two biggest fundamental stages of organizing anything; this would be management and leadership. It is absolutely essential for the organizer of a major event or for anything really, to have a solid understanding of the optimal practices for managing a project and leading the people necessary and critical to that project. There is much theology and practical applications for both theories, we have done our best to find information that ties in well and is presented in a manner that can be applied to the sport as easily as possible.

### 2.1 Event Management theory

“Accordingly, understanding of the project management principles is not only the sound base to any successful undertaking, it is also the theoretical framework for a sport event” (Koch, 2008, 14).

For any event to be successful there needs to be good management and leaders to run the show, take responsibility and guide and lead the others to work to their best ability. Any event needs to be well managed. How can event or project management be explained? How does one define what is good management? Firstly, it is very important to understand the management principles. The Free Management Library describes project management as

*“A carefully planned and organized effort to accomplish a specific (and usually) one-time endeavour, for example, construct a building or implement a new computer system. Project management includes developing a project plan, which includes defining project goals and objectives, specifying tasks or how goals will be achieved, what resources are needed, and associating budgets and timelines for completion. It also includes implementing the project plan, along with careful controls to stay on the "critical path", that is, to ensure the plan is being managed according to plan. Project management usually follows major phases (with various titles for these phases), including feasibility study, project planning, implementation, evaluation and support/maintenance.”* (Free Management Library 2008)

These laws and regulations of project management are suitable and applicable for any event and project. But how can these management guidelines be used and applied to real life? How does all this come together so that one can be sure all these aspects are covered in order

to organize and successfully manage an event or a project? Accordingly, it is asking questions and to constantly updating the plan.

Many event management experts say that the process of answering the following questions helps to create an action plan and get the project started on the right track. It is best to start with the question WHY. By answering why the event is organized or a project is created that states the objectives. WHO question means that one needs to figure out the organization chart and staffing. Who are needed for different positions in order for the job to get done. Answering the question WHAT breaks down the workload. It helps to get a better understanding of what needs to be done. WHO DOES WHAT? By answering to that, one creates an understanding of what different expertise is needed and what actions are they needed to make. After one answers these question, it seems to be a lot easier to start creating the action plan for the organization.

Then there are three more questions to answer. To effectively follow the action plan that was created in the last phase, one need answers to WHEN, HOW and HOW MUCH? WHEN, will define different time limits and milestones and also gives an order for actions, a timeline. HOW and HOW MUCH determines the quality of the event, meaning it is important to know how the event will be operated, controlled and improved and also to know how much money the event has to operate with.

Every project is implemented under three constraints, scope, costs and schedule. Figure 1 shows quality as the fourth constraint or as a result of the three aforementioned constraints.

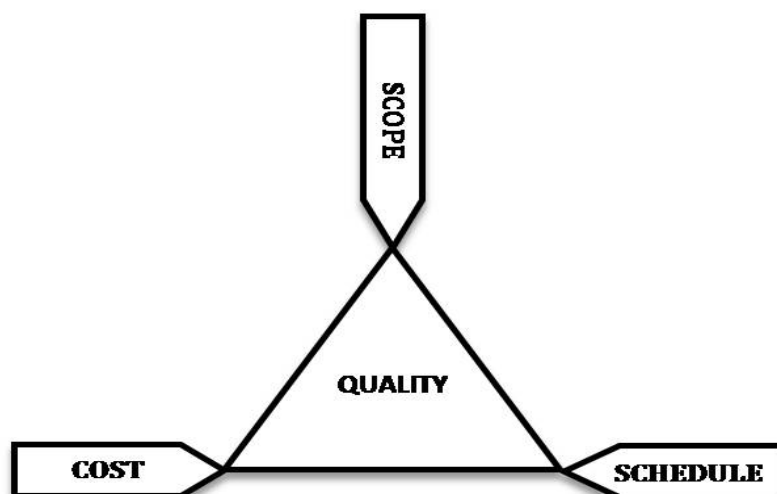


Figure 1. Event Management Triangle

This triangle in Figure 1 can be understood so that every event aims for high quality. In order to create, manage and organize a high quality event one must have right correlation of monetary resources and sacrifice countless hours of work to the process. In a way, if the monetary resources are limited one must work harder and maybe expand the time frame for the preparation work, and vice-versa.

## 2.2 Leadership theory

Good management often means good leadership as well. When people think of leadership, they often think of the obvious characters, determination, toughness, business sense, vision and toughness. A good leader needs some attributes of all these characters, but in event leadership we think there are things that are at least as important to a good leader. Here is how Daniel Coleman explains what makes a good leader:

*“Although a certain degree of analytical and technical skills is a minimum requirement for success, what is called “emotional intelligence” is what may be the key attribute that distinguishes outstanding performers from those who are merely adequate. For example in a 1996 study of a global food and beverage company, where senior managers had a certain critical mass of emotional intelligence, their divisions outperformed early earnings goals by 20%. Division leaders without that critical mass underperformed by almost the same amount.”*  
(Coleman, 1998, 1)

We think this applies very well with event leadership. It is important to have a certain degree of analytical and technical leadership skills, but in a short time period - as event often occur - it is important to have a high mass of emotional intelligence. When working in a leading role in an event organization one needs to constantly work with other people and it is imperative to have good social skills and be able to come along with different kind of people. It is also important to know yourself and be in peace with your own abilities in order to effectively delicate work to others.

There are five components to emotional intelligence in leadership: self-awareness, self-regulation, motivation, empathy and social skills. People with *self-awareness* have a good understanding of their weaknesses and strengths. *Self-regulation* helps them to control their impulses or even channel them for good purposes. A passion for achievement for its own sake

is the kind of *motivation* that is essential for leadership. *Empathy* is a sense skill where one is able to take into account the feeling of others when making decisions. Last but not least, *socials skill* means ability to build rapport with others, to get them to cooperate, to move them into direction you desire. Social skill, by contrast, is friendliness with a purpose. (Coleman, 1998).

The practical applications of leadership are near impossible to measure. Good leadership often is the tell-tale symbol of an event. Our experience with working with great organizations such as VANOC, Hockey Canada and FIHA yielded a lot of very important information about choosing effective and organized leaders. The hierarchy and chain of command is crucial to the process.

*“Good leaders are made not born. If you have the desire and willpower, you can become an effective leader. Good leaders develop through a never ending process of self-study, education, training, and experience. Leaders carry out this process by applying their leadership knowledge and skills. This is called Process Leadership. However, we know that we have traits that can influence our actions. This is called Trait Leadership, in that it was once common to believe that leaders were born rather than made.”* (Jago, 1982).

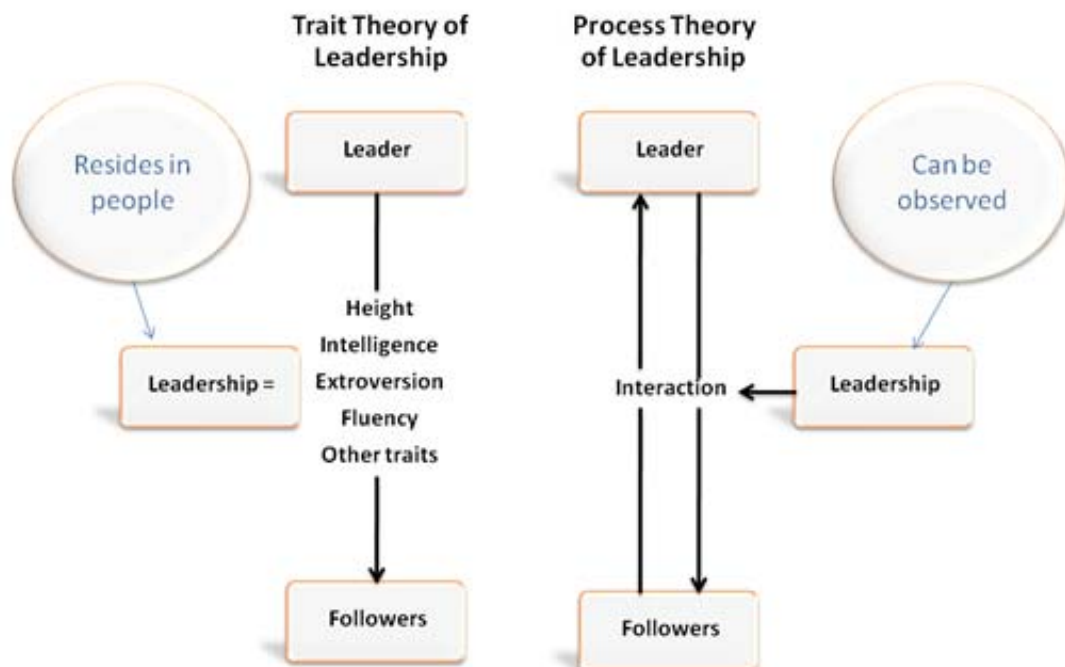


Figure 2 Displays the concept theorized by Jago. (Northouse, 2007, pg 5)



The trait theory of leadership shown in Figure 2 is kind of an old school way of thinking. It believes that leadership is in a person, that person is either a born leader or not a leader at all. In the process theory of leadership the belief is that a person can develop leader skills and can become a good leader by learning to be one. It also relies a lot to the emotional intelligence in leadership that was introduced above. This means that interaction with the followers, staff and volunteer at the event, is very important and these interaction skills can be practised and improved.

## **3. Manual for Organizing Ice Hockey Events**

### **3.1 Creative Work and Preparation**

Planning an event requires a lot of hard work and preparation, this portion of the guide will explore the fundamentals of getting started on planning an event. Although the concept is fairly straight forward there are many twists and turns which require or give the opportunity to make changes and adaptations to the plan.

The first step towards organizing any project, whether it is a hockey event or not, is to explore the creative process. This means to brainstorm and create your ideas. Idea will be the backbone of the project. Without a creative process there is no project. So take all the time needed and explore all ideas, problems and solutions before moving on to the next stage. At this stage it is very important to think outside the box and play with the ideas and find the best fit for the next project.

#### **3.1.1 Asking yourself questions**

The first step is to ask yourself as many questions as you can;

- What age group or groups am I looking at catering to?
- What is the skill level that I am looking at working with?
- What is the skill level that I am capable of working with?
- Where will I base my concept?
- What is my time frame?
- What do I wish to offer or hope to accomplish for potential clients, staff and myself?
- Is this a project that I can market and promote or find potential partners for?
- What contacts do I have to facilitate getting this off the ground?

Again, there are many other variations of the same questions and different questions all together that you could ask yourself, the only safe bet is to come up with as many as possible. The more questions you can pose and answer yourself, the better, as it will assist in the preparation of your plan in a way that can optimize your chances for success. Understand that simple is good, and that your base idea should be strong, and something to build on. An over-complicated base idea will cause you trouble as you attempt to move forward.

### **3.1.2 Selecting a Theme**

The next step is picking the theme of an event. What is the goal and/or target of the event. It is easy to over-complicate at this point, so be aware of that your chances for success will improve greatly if you can remain focused on a specific task or goal for yourself. There is plenty of time and room as the process moves forward to add and subtract, but if you have too much on the go to begin with, it is likely that you will end up back at square one. Picking a theme that you are passionate about is also something that is important to note at this point. Find an area that you already have knowledge in or an area that you have a desire to learn as much as possible about as this will assist you in coming up with fresh new ideas and sticking with it if or when times get tough.

Picking a theme is a creative process, one that some might find easy, as the dream is already there. However some might need to really dig deep and brainstorm for a proper theme or idea. With events, there is really two options;

- a) coming up with your own theme or
- b) choosing a theme that has already been pre-determined.

With option a comes a little bit more planning and creativity, with option b, there is often a format in place and you just have to fill in the blanks and make it work in your area. Either way there will need to be creative thinking process that will need to be put in place so that you can organize the desired direction, look and feel of your event.

### **3.1.3 Creative Brainstorming Process**

At this point, it is beneficial to follow the creative and brainstorming processes:

The creative process is defined as “the forming of associative elements into new combinations which either meet specified requirements or are in some way useful. The more mutually remote the elements of the new combination, the more creative the process or solution.” (Sarnoff A. Mednick, 1962). The creative thinking process can be done in many ways, and there are many exercises one can go through to help maximize the gains of this needed step. It is a very good idea to go through the process even if you already have a solid idea about your theme or direction, as it can sometimes assist you in gathering further

knowledge and information of your subject. A lot of ideas stem from discussion or information sharing, you might find yourself thinking of starting a company with a focus on elite players and find yourself more suited for developing younger players as a result of a simple conversation with another individual who may already be involved in the area you are considering. A common brainstorming process is to identify your area of concern or problem and to identify as many different solutions as possible. This can be done in a group or as an individual, although research has shown that there can many forms of social issues that hamper the creative process in group brainstorming, such as social loafing and production blocking (Mullen, B., Johnson, C., & Salas, E., 1991). These issues can normally be avoided when one person or a small group is in charge of making the ultimate decision or has final say. Therefore, seeking outside help for group brainstorming sessions is recommended as a manner of improving the base idea or exploring alternatives to your company or event and you may find it a useful practice as you begin your journey (Figure 1). A. F. Osborn (1963) described four necessary steps for group brainstorming:

- i) Focus on quantity: The idea being that the more ideas, the better the chance of finding one that works.
- ii) Withhold criticism: reserve judgment on any and all ideas until satisfied with the quantity of solutions or ideas is covered.
- iii) Welcome unusual ideas: think outside of the box, seek new perspectives.
- iv) Combine and improve ideas: put together or add to ideas to create new and improved solutions and ideas.

Other ideas on brainstorming state that it is helpful to break down your brainstorming into a thinking process as follows;

- a) Set the problem – determine your focus, keep it simple. If it is too complicated, break down the problem or idea into smaller problems or ideas and continue the process with each one.
- b) Create a background memo – this is an invitation for your brainstorming group and should be submitted with a detailed characterization of you problem or idea. The earlier the invited person(s) are given this, the more time they will have to prepare and come up with ideas for the meeting.

- c) Select participants – choose a group of people (10 or less is recommended). These participants will make up your panel. You can break it down into a group of people who will influence your decision or make the final decision and add a smaller group of people who might be able to provide insight to your problem or assist the panel. It is also recommended to designate one person to take notes and keep a record of the discussion as well as a discussion facilitator who will act as the discussion leader, this could be the person in charge of the final decision or another individual whose main position is to stimulate conversation and keep things on track.
- d) Create a list of lead questions - as the discussion continues, the ideas and list of possible solutions may begin to plateau. At this point the designated facilitator can come in with a set list of questions designed to stimulate the conversation and overall process. Examples of these questions could be, but are not limited to: “Could we combine these ideas or look at them in another light?”

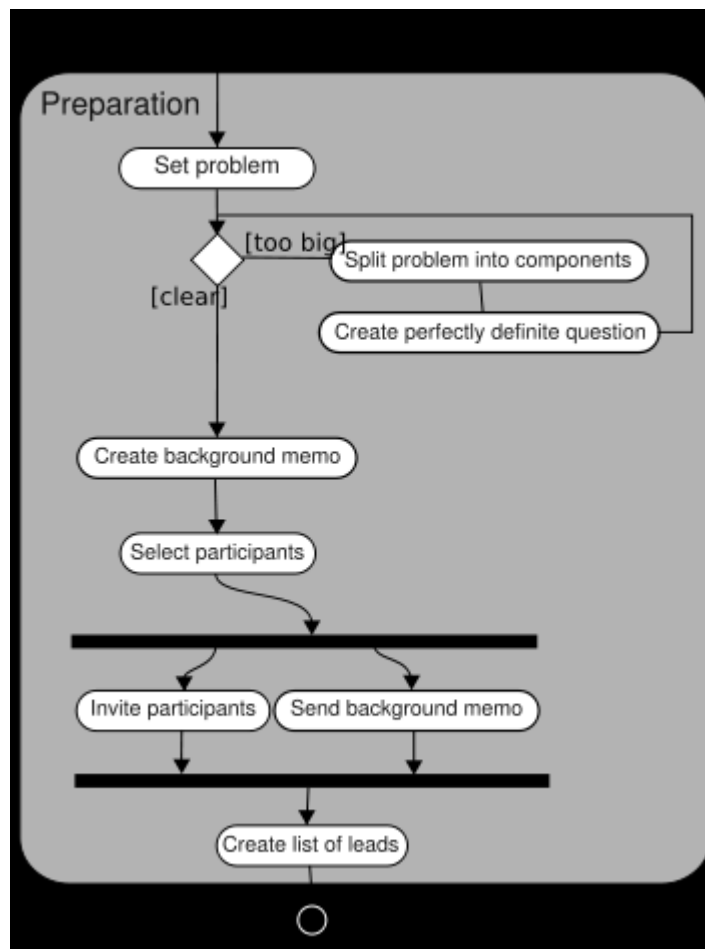


Figure 1 Preparation

The process can wrap up at this point, or can continue to a secondary stage in which participants break for a predetermined period of time and are then recalled with a secondary group of new participants. The new group should be given a creative warm up period and then brought up to speed with the information from the previous session(s) (shown in Figure 2). After this, the process can be explained and a call for new ideas can commence. There are many ways to do this, as you could go around the room and have everyone state their ideas, or you could write down all ideas and discuss them individually.

Now the process should move to cutting down the ideas/solutions and choosing the focus. This process can be done however you would like, by a vote or panel/individual decision. If there are still multiple options, go back and go through the previous processes again. Once an idea or solution has been obtained, you should go about discussing it further and elaborating on it, seeking out any conflicts or holes. Once this has been accomplished to your or everyone's satisfaction, you can call an end to your session.

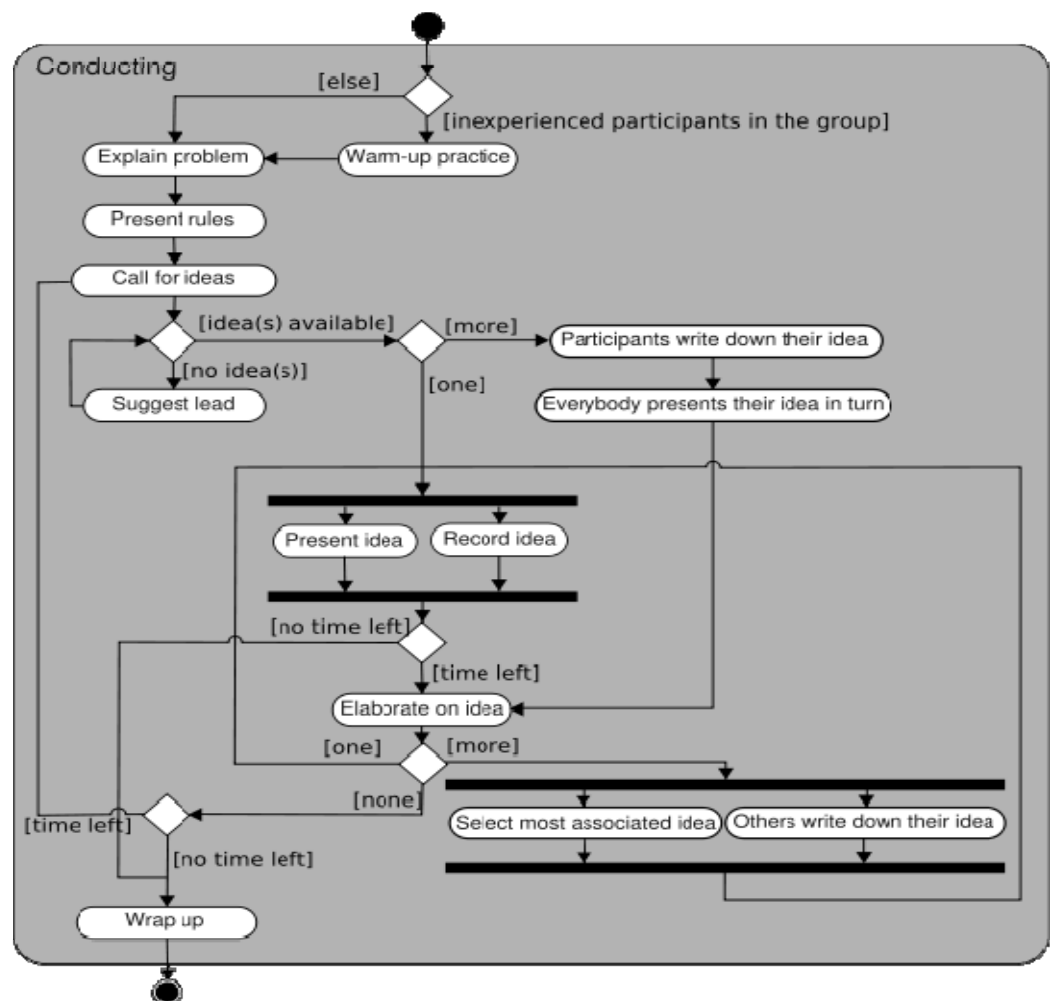


Figure 2 Conducting

A common concept in sports is to find new ideas and take them and make them your own, or add your own personal stamp to an already established idea. This process happens all the time in coaching and again in the business world and major events. There are obvious measures (trademarks, copyrights, etc) that protect certain businesses and events from having other corporations or events come forth and infringe on or steal their ideas, but most ideas and concepts are fair game. Research your ideas and the ideas that you like that others have already put into practice. You might find a way to improve on an already established field of ideas or you may be able to add your own personal touch to an idea or area that you admire, respect or wish to break in to. This can be a productive way to evaluate your creative idea or it can actually be your creative idea. As was mentioned in the brainstorming paragraph, one can effectively combine ideas to create fresh new perspectives which could in turn, eventually, become what your company or event is known for or remembered by. It is important to note here not to be surprised if the same process is followed by another start-up venture if/when you find success with your concept.

#### **3.1.4 Coming up with a Name**

There are plenty of steps to follow now that the idea or focus has been achieved. One that proves to be surprisingly difficult is coming up with a name for your event. Coming up with a name for an event is pretty standard as they are either descriptive i.e. IIHF World Women's Under-18 Championship or named for a person i.e. the 2008 Ivan Hlinka Memorial Tournament. This isn't to say that you couldn't create an event or tournament with a different style of name, but the examples aren't common. Sponsors can be used for naming a tournament i.e. The Bauer Invitational or the Royal Bank Cup.

#### **3.1.5 Logos**

Once you have come up with a name, the next step will be coming up with a logo. This can be done by speaking with a graphic designer or by drafting one on your own or with a partner. Graphic designers will charge anywhere between 300-1500\$ USD for a professional logo design service, but this is a worthwhile cost, as it will be the main source of identification for your event. You will want to post it on apparel and websites and advertisements or promotional material. A well designed professional logo can boost your image and improve sales of merchandise. Remember to take into consideration colors and landmarks or the identity of the area you plan to host your event, something we will discuss further on in the guide. A good logo will grab people's attention and turn it to your company.

Brainstorm what you want your logo to entail and then discuss it with professionals or trusted associates. Don't choose a logo lightly or too quickly, find something that you are happy with and make sure it is done right. Play around with colors and sizing as well as you might find certain options are more to your liking in different schemes. Event logos are often descriptive, and should show off what the event is about. If it's an international tournament, often the hosting nation's colors should be included as well as some indication as to the sport that is to be played. There can also be representations of local monuments or associative landmarks, but the designs are often simple. Take several options and try to find ways to combine them into something that truly speaks to the nature of the event and the community or region. Your name and your logo will begin to define your image, but there are many other steps that you can take to improve your image and public perception of your event.

### **3.1.6 Mission Statements**

The next thing to consider as an event organizer is the idea of a mission statement. Generally used for business start-ups and ventures, a mission statement can help you define what you want others to take away from the organization of said event and act as the principle for all of your decisions as you move forward. Your mission statement should describe everything you want your company or event to be. If your name and logo will act as your face, the mission statement will be your heartbeat. The reason you are doing what you are doing. A good mission statement and a good follow through on your mission statement will go a long way in helping your image. The mission statement can even double as a slogan for the event. Slogans such as "Showcasing the brightest young stars in hockey". Expanding on this concept could be your mission statement. This is not a necessary step for an event, but it is one that a lot of top event planners do follow and find it to be very successful. It works as a question when trouble arises, the answer will always come when you ask yourself if going in a certain direction keeps you on par with your mission statement.

### **3.1.7 The Target Demographic**

As your plan, or event starts to take shape, an important aspect to begin focussing on is what will be your target demographic, or who will be your clientele or pre-dominant market. For an event, you will want to determine who the event is for. This can include deciding on age groups, genders, skill levels, etc. It is also important to consider who the event can be marketed to in terms of bringing in an audience. If you plan on bringing in spectators to the



event, you should plan on organizing an event that spectators would actually want to come see.

### **3.1.8 Building on the Concept**

These are all steps that should be examined during the creative process, and if they haven't been fully explored it is wise to backtrack a bit and make sure to cover these topics to satisfaction. Breakdown the area you wish to assert yourself in and determine which elements of your creative idea are realistic for the area and which aspects of your creative idea require further deliberation. As you start-up the event, simple is often best. Create the base of what it is you wish to accomplish and focus on completing that and using it as the base for all future decisions. There will always be opportunity to build on already established ideas, the goal at this point is to establish yourself to your target market. With an event, it may be a one shot deal, but take it step by step as you try to organize it. Organize your base concept and build on it from there.

### **3.1.9 The Business Plan**

As all of your creative concepts come together, the next step will be putting everything together and into a business plan. Although business plans are more practical for the company aspect of this guide, they are still beneficial and at times crucial for planning an event. A business plan is document that will explain what your company is and what the goals for the company are. Also stated will be how the goals will be reached. The basic idea of the business plan is to document how you plan to be successful in the business you are choosing. A proper business plan should provide critical information about the company but also indicate clear implementation strategies for the success of the business. The business plan can be presented and help in procuring assistance for extra funding, such as bank loans, sponsorship, investors, etc. The business plan can also include background information about the company and the people involved with the company. A well mapped out business plan should expose any conflicts or holes and can go a long way in determining the initial success of the business.

### **3.1.10 Plan for Promotion and Marketing**

An important step of the creation process is to discuss ideas and concepts regarding the areas of promoting and marketing the event as well as staffing and initial budget concerns. After determining your concept and market, you will want to begin exploring what it is going to take to actually set up and manage those expectations. We will explore these topics further and more in depth as the guide continues, but it is important to note at this point, as they are areas that you will want to start developing ideas for, now that you have determined your market and main concept.

It is likely that your reasons for attempting to organize an event are because you have developed a passion for it, by either having taken part in one before yourself or someone close to you has taken part in one before, or you have followed one closely for many years or have identified a fundamental need for the creation of such a concept in your area or another area you are familiar with. In any case, it is extremely effective to build off your experiences or the experiences of others you know well. Seek out others who may have had similar experience, or who have been a part of experiences that you wish to create and gather as much information about those experiences as possible. This will help you build on your own ideas and experience as well as assist in identifying possible problem areas.

### **3.1.11 Build off Experience**

The other side of the coin is to build off experience in other fields as well. All relative experience, to the field of focus or in another field, is beneficial, whether it's yours or that of someone you can learn from. With that being said, if you have contacts in any certain area of the sport or in other areas, use them. Use whatever assets you have to help you gather the proper information and start things up the way you want them. Use the contacts of your contacts. Don't try to do it all yourself, seek outside assistance in areas that you are uncomfortable in, or in areas that you have access to people who may know more. Asking questions and gathering as much information from as many credible sources as possible will go a long way in helping you start up and in establishing yourself in the long run. A beneficial process for event planners is to actually visit and shadow the operations people from the same or a similar event.

## **3.2 Site Selection**

Choosing the right site for your company and/or event is extremely important. A proper site can optimize the effectiveness and the goals of your event, whereas a poor site selection can spell imminent doom. This section will explore all the dos and don'ts and the ins and the outs of choosing a site for an event. There is a lot of specifics to consider and some that will seem to appear from nowhere at the exact wrong moment. This portion of the guide will prepare you and educate you on all areas associated with exploring, evaluating and choosing the right site for you.

### **3.2.1 The Office**

The vast majority of organizations are forced at some point or other to determine the proper place for them to hold a head office or a base of operations. Office space costs money, and it's not the ideal situation or cost for a start-up event. Check the local arenas or arenas where you will likely hold some of your events as a possible place for an office. Some arenas have space for such ventures, but it is more likely that if you wish to hold an office it will be in a small rental space or from your own home or even wherever you and your laptop or cell phone just happen to be. Evaluate whether office space is something that is required for your event, and if not, consider the alternatives.

### **3.2.2 The Bidding Process**

Most site selections for major international and domestic events are done through a bidding process, where potential host cities put together a plan and outline their infrastructure. A lot of times, a nation will determine their bid candidates and then bid for the event. Sometimes, the nation wins the bid and has yet to determine their host, other times there is a bid process within the nation and then the winner is represented as the nation's bid internationally. In some cases there is significant financial backing awarded to winning bids, in other instances it is necessary for the bid to procure all of its funding on its own. This is done through corporate sponsoring, tax payer funds or local or federal government assistance. A winning bid is usually one that can promote itself as a beneficial stage for the sport and event and can prove that it has the capacity as a region or locality to host a world class event.

### **3.2.3 Considerations for Site Selection**

The capacity required is generally measured by the accessibility of the host region from other major centres, the amount, availability and varying qualities and costs of local accommodations, the availability and usage of necessary facilities and practice facilities, a network of volunteers and knowledgeable leadership staff, public transportation, restaurants, parking, seating capacities of the venues and other variables. The other major concern for a bidding city or region is public demand. Will this be an event that is well attended and well received by the locals and is there an ability for the host committee to market the event and sell tickets.

Some sites may stick out as the perfect place to hold an event, but the contrast can be great from season to season for certain sites. Tourism often peaks at certain times of year for different places, this can be good in terms of having a larger market to appeal to, but can be a detriment in terms of securing accommodations and providing accessibility for players. Weather can also play a large part, as can the actual seasonality of the sport. A hockey tournament is a tough sell in the summer. It is also difficult to bring in players when the season is still going on. So research your target market once again, and determine when and where the best time to hold an event at a certain site would be.

When choosing a site for camps and tournaments, it is necessary to evaluate the number of people in attendance and to make sure that there is ample room for everyone to stay. It is unlikely that your clientele will all be from the same area, so this is imperative. Options for accommodations are hotels, dormitories, billet housing, hostels, etc. The ideal situation is to have available accommodations on site or nearby, especially for camps. Tournament accommodations can likely be passed off to team personnel, although it is still a good idea to contact local hotels and inform them of the tournaments and see if they will hold blocks of rooms for teams. Hotels are generally happy to do this, and it looks good for you if there is hotel information distributed with the tournament info.

If the accommodations are a great distance from the site of the event or camp, it is a good idea to look into and book travel options for those involved. This can be done with a bus charter, or van rental or taxi service. Another thing to consider is equipment storage. Determine whether or not players can leave their equipment in the locker room or if the arena site has any other storage options. Discuss with hotels whether or not gear may be left in

rooms and if there is a storage room that could be used. Accommodations should also provide or be within close access to food services, or players should be on a meal schedule and delivered to and from their meal destinations. Accommodations should also provide shower access, it may sound simple, but it can be an oversight when trying to arrange accommodations for a large group while staying within the budget.

As mentioned earlier in this section, if your aim for an event is to market it to the public, you need to be sure that certain criteria are met. The most important criteria outside of the infrastructure of a site is the accessibility to the public. Is the site out of the way? Is there a target population close by? Is there parking, accommodations and public transportation available to your target market? Ticket sales and revenue for the event will hinge dramatically on these issues and it is of the utmost importance that consideration be taken to ensure that there is a plan A and plan B at least for these issues. Plan for the worst, consider the possibility of a public transportation strike (which did happen during the 2009 U20 World Championships in Ottawa, Canada), or lack of hotel availability or accommodations for staff. Explore as many alternatives as possible before settling on a site, as anything can and will happen during an event.

### **3.2.4 Neutral Site Events**

Sometimes no host steps up to take on an event, but the event still has to go on. Consider the option of a neutral site event. These events aren't likely to bring in big crowds or make a lot of money but they can still be valuable to your region or you personally. If you are willing to take on an event at a neutral site, it can improve your chances later on during bidding processes for other more lucrative events. The expectations for these events are lower, but because of that so is the number of volunteers available to you. There are ways to bring community support to an event, and put people in the seats.

The students of the Vierumäki Sports Institute in Vierumäki, Finland took on the 2008 IIHF Women's World Championship Div II tournament, with no Finnish team involved in the tournament. Tickets were given to young girl hockey players and schools and were promoted in local towns. Merchandise and silent auctions were used to raise money during the event. The event was an excellent source of experience for the students, most of whom worked multiple roles to fill all the necessary roles in putting an international tournament. In fact, the authors of this text were among those students, and learned many do's and don'ts

from that tournament. The point here is that a neutral site event has advantages, although they may not be to the scale of other major international events with a host team or country, they are still an effective way to gain experience in event hosting.

### **3.2.5 Venue Considerations**

On top of making sure that the site has satisfactory infrastructure, the venue must also be visited and there are many requirements that need to be evaluated before a venue can be deemed acceptable. Major issues to pay attention for are whether or not the arena has enough power capability and if it is equipped with Wi-Fi or wired for internet. As major events take place, there is a large demand for power, when you think about all the statistics and media outlets that will be plugging in and looking to access the internet. With that being said you need to make sure there is room for the media to set up, if in fact you expect media for your event, and even if you don't, it is probably still a good idea to plan for at least some, just in case.

Make sure there is enough space for dressing rooms and team storage, if there isn't you will need to explore other options. During the 2008 IIHF World Championships, portable trailers were brought in to add more storage space and to give teams their own coach's rooms. So take note, just because a venue doesn't have a certain space, you can usually brainstorm a solution. However there are times when you won't be able to, and that is generally a good sign that the venue won't work for your event. Do not cut corners or expect/assume people will deal with less, because it will become a major headache for you as the event starts to take shape. If you are expecting fans to take in games at your event, you need to consider food and beverage vendors, alcohol licenses, merchandise and security. Signage and accreditation are good ways to indicate which sections are available to which personnel and which areas are off limits.

### **3.2.6 Merchandising**

When it comes to merchandising, you will need to consult the sales manager of the venue to acquire the proper permission to sell your merchandise and to run the concessions. You will also need to consult the building manager about any shipping/receiving and use of the building staff. Other issues to consider are sponsors and banners, sometimes these may conflict with venue sponsors and you will need to come to an agreement with the sales

manager to resolve these conflicts for your event. The best venues for major events have sections that can separate any VIPs or give them their own area. Lounges and boxes are good things to set aside if you expect any people that you wish to give VIP status to. If the arena has a scoreboard with video, you will want to make sure that you have full access to it, as well as audio. Find out if there are microphones available and what needs to be done to activate the sound systems.

### **3.2.7 Miscellaneous Considerations**

Other things that could be looked into are TVs for rooms, white boards and easels, desks and chairs, printers, telephones, coffee makers, fans, office supplies. Depending on the scale of your event, some of or all of these things and more will be required and will need to be budgeted for. These items can sometimes be rented, which can save some money, or they can be auctioned off or sold at a fire sale after the event has closed. It is important to think of this when evaluating the site, as space requirements become an issue, as do power outlets and sources.

## **3.3 Budget and Logistics**

Every company and every business should aim to create enough revenue to cover for their expenses, as should every event. This means that your income budget must at least break even with your outcome budget. It is essential for the organization to have a good budget plan. Solid budget plans could be thought of as the backbone of your event and a financial guideline for your operations. This section will help you acquire an understanding of how to start creating your budget and the different elements in a budget, as well as, discuss the difference of profit and non-profit making enterprises and some ideas on how to make cuts to your budget. Considering that a good portion of the budget expenses will come from your logistical needs, we will also discuss the different elements you may need to deal with concerning logistics.

### **3.3.1 The Forecasted Budget**

When you start the process of creating your budget, it is best to start with the planning of a forecasted budget. There might be slightly different ways in the conduct of creating the budget, depending on whether it is a budget for a large vs. small event. Why it might be

different is that sometimes your budget plan needs to go through a governing body after you have created the forecasted budget for it to become the working budget. But even if you are the final steering body, it is a beneficial process to have someone look over or check your forecasted budget plan before starting to execute it and beginning the process to make it the working budget.

A good way to start the forecasted budget is to first think about all the possible outcomes you will have and then do the same with the possible incomes. Brainstorm all your possible sources of revenues as well as likely expenses. Try to build a break even budget based on your known expenses, this will help you to get an idea as to how much you need to generate in revenue for your incomes to match your outcomes. The key here is to allow some upside on the projections and not to build a deficit possibility, if your revenue channels should fall through. The outcome and especially income elements will be different for every event, but some key elements are usually present in all sport related budgets.

### **3.3.2 Staffing Budget**

Staffing is an outcome that almost every company or event will have to deal with. Start creating your budget with as few employees as possible, at least at first. Think about the different positions you need to fill and after you get a feeling of how many positions there are and the different workloads and responsibilities those positions will require you can create a rough estimate or number and incorporate it into your budget outcomes.

### **3.3.3 Logistical Costs**

There are numerous logistical expenses associated with running an event. The most common logistics costs are travel costs, accommodations, cargo and storing costs, transportation and meals. These are all elements that you can research or estimate costs and add them to your initial budget. Promotions and marketing is another expense to cover. It is important to think about what level of promotions and marketing you will require for you event, you can get a rough idea based on your marketing plan and strategies. These costs may come from hiring a marketing and promotions firm to do the work for you and/or the advertising you might do on your own as well as other potential or planned promotional activities.



### **3.3.4 Facility Costs**

When organizing an event it is imperative at this point to negotiate the cost of using or renting facilities and sites for the event. This is likely going to be a huge cost unless you explore the possibilities of a partnership or sponsorship contract including coverage for facility rentals. There are groups who understand the benefit of taking over and operating a facility during an event, the reasons for this can include percentage of the revenues from tickets as well as concessions. Some groups will take on the cost of renting the facility just to expose their product in a venue or on a scale that it is not normally available to them. An example of this would be a beer company covering or contributing to the costs of renting the facility with the promise that their product will be the exclusive beverage for the event or for the venue during the event.

### **3.3.5 Break Even Budget**

After you have exhausted your estimations and possibilities for covering the most likely and possible outcomes/expenses for your venture, it is time to start thinking how to create enough revenue to cover the costs and make a break even budget. The first step is to evaluate your product. Estimate how much revenue you will be able to make by selling your product. This might be a situation where you could again seek some external help to assist in coming up with the right pricing for the different revenue making elements. Do the math on how much revenue will be required or is estimated to be required so that you will be able to plan around those numbers.

For an event budget, this means that you need to come up with a price for access to your event. Think about the best price for a ticket to attract as many people as possible. Keep in mind that you need to create enough revenue to make up for the expenses of your event and that this could include several expenses that you have not yet accounted for. It is always a good practice to incorporate some form of emergency fund for unexpected expenses into your budget, just in case. Think about other possible revenue channels such as sponsors, partnerships, or whatever else you can come up with or whatever else is available to you. Explore your options, each unique event has unique people and opportunities that surround it. Once all potential costs and revenues have been entered into your outcome and income budgets, your governing body should check it and approve it – then the approved budget plan will be the working budget.

### **3.3.6 Making Adjustments/Cuts**

While planning and creating your budget it is always a healthy practice to continue to think about and evaluate possible ways to make cuts to it. Always try to plan for some upside into the expenses, but if for some reason one or more sections in your outcome budget happen to be over what you have planned and budgeted, it is good if you can cut down the costs somewhere else, somehow. This can be done by compromising with some things. Maybe you had planned to serve caviar to your VIP's but now you need to cut some costs so to cut down the costs you serve salmon eggs instead. Perhaps you had planned to hire 2 more staff members 6 months before your event but then decide to survive with only one and take an intern to assist him/her. Another way to fill these kinds of holes in your budget is to find more revenue possibilities. There may be many different ways to do this, be creative. Consider selling more advertising space somewhere to get more sponsorship money or maybe you might be able to have a silent auction to collect some extra profit. There are thousands of possibilities, explore your options.

### **3.3.7 Tracking the Budget**

Once you have the working budget and the actual operation begins, it is imperative to know how to track your budget and make sure everything goes as planned. It is good if you can have a comparative budget available to you, so that you could track and compare where you are at with the approved budget. Examples of event budgets are available in the appendix section of this guide. These are actual budget plans that have been successfully used to manage large scale international. If you have a governing body looking after your budget, you need to remember to keep them updated at required times. It is important that you also keep yourself updated and follow your budget close, no matter whether you are the governing body yourself or not.

### **3.3.8 Non-Profit vs. Profit**

One thing that defines a lot of how your budget will look like is whether your event, company or organisation is non-profit or profit making enterprise. The main difference is that a profit making organization is looking to make as much revenue as possible, whereas a non-profit organization just tries to break even and applies all possible profit into growing the

organisation or gives, donates or shares the profit with some other organization or organizations. These facts might affect the strategy of creating your budget. In sports, it is not uncommon to have a non-profit organisation. Most sport federations and some clubs are often non-profit organizations. The reason for this is that sometimes there is an enhanced possibility to receive special funding, tax breaks or subsidies. It is often more attractive for sponsors to sponsor non-profit organizations due to the public relations and image perceived for the companies doing so.

### **3.3.9 Logistics - Protecting your Image**

As stated earlier, it is extremely important to consider how to handle your logistical issues and needs. The image of your event may depend on how well you succeed with the planning and execution of this. If your product is delivered late or if the food you serve at your event is cold it can give a bad picture of your entire organization. There are several important things to consider as a part of executing an event as well as many different areas to continuously look after. To execute a successful event, limiting any and all problems, such as not having enough parking spaces at the venues, or people not being fed when on schedule, or customers or athletes not having access to proper accommodation.

### **3.3.10 Transportation**

Transportation is another consideration and could be considered as one of the most important logistical issues. You need to consider and plan how the participating athletes are getting transported to and from the event, as well as transporting them from one place to another during the event. If you plan on having spectators attending your event, you will want to consider having a plan for their transportation needs.

### **3.3.11 Food and Beverages**

Meals are also very important. If you have promised to provide food and beverages, it is important to make sure these will be delivered at the right time and that there is plenty of it available. There is nothing worse than having starving people at the event because your plan to feed them fell apart. To prepare think about all the different groups that you need to feed; athletes, team staff, officials, event staff, volunteers, spectators, and maybe even some VIP guests. Many times, when holding an event, you will need to think how to provide

accommodation. Again, think of all the different groups that you may want to provide accommodation for and find out how to do this, if you even need to or if it is even possible.

All of these logistical issues may even help you to create some revenue for your event. Creating good partnerships with the providers may help you find ways to make some extra money. For example, by creating a package where the customer gets access to the event, accommodation, food service and transportation to the event in one price. If you have good deal from your providers, you may be able to offer a reasonable price for the customer and still make revenue after the costs you pay for your providers. Some other logistical issues to think about at an event are; accreditation and other access and security issues, storing, shipping, venue set ups, security.

### **3.4 Staffing**

Every organization is the sum of its parts and every group is as good as it's weakest link. That is why for every employer it is very important to find the best possible employees and surround everyone with good workers and good people. This section will help you to determine and evaluate your staffing needs for your creative analysis within your budget and also gives you who, what, where, how guide on choosing your staff.

#### **3.4.1 Staffing Needs**

The first time you need to think about staffing is as part of your creative analysis and again when you start to create your budget based on this analysis. In order to do that, you will need to evaluate your staffing needs. You can start this process by creating a list of all the work that needs to be done at various stages. Then evaluate how much of this work can be done by you yourself, or if you have a partner, think about how much you, as the existing members, will be able to do and where you might need help. For jobs that you think you will require staffing help, decide what you want and need to do on your own or if there something that you might want to get from an external service or provider.

#### **3.4.2 Hierarchy and Organizational Charts**

If you decide you want to do the work without an external service or provider, you need to hire employees to do the work you can't do yourself. Purchasing labour or services from

an outside source might reduce your staffing needs and therefore also reduce your staffing expenses in your budget. Do a first draft of an organizational chart, as part of your creative analysis. Create a chart or a table where you divide different responsibilities and work for different titles or positions that needs to be done in order for your organization to operate properly. Determine or consider what kind of work and what jobs will your organization need to do in order for your event to proceed effectively.

Once you have completed your first draft, go over each position in your chart one by one. Determine your needs and the overall workload. Attempt to figure out how many employees you will require to manage the updated workload and so that every position has enough work and responsibility to be needed and/or effective. To better accomplish this process, you can create a job description for each position in your organizational chart. This will give you a better understanding of the amount of work for each position, as well as help you later on with the hiring process and with contract negotiations. If some positions seem like they have smaller amounts of work and responsibility, consider combining some of them to form singular positions.

See an example organizational chart for a major event from the appendices. The example gives an idea of how to divide different groups inside the organization and can be also modified to be used in a smaller scale.

### **3.4.3 Volunteers**

During this process, you can also think about the possibility of using staffing alternatives to cover some of the workload. Sometimes, especially at events it is a good and almost necessary option to have some form of volunteers in your organization. The great thing about using volunteer help is that volunteers are enthusiastic, motivated, and, essentially, free labour.

If you choose to try to find volunteer help you should remember following things.

- When you are creating volunteer positions, they should be challenging, but they should not have too much responsibility, of course depending on the nature of the job and the event.
- The positions should be as interesting and desirable as possible.
- You may offer things like free tickets, meals, clothing, etc, to get people's attention.

An important thing to remember when taking and accepting volunteers, is to make sure to acquire reference and background checks, just like with the regular employees hiring process. In most events it is normal to do a criminal record check before accepting the volunteer to work at the event or in the organization. A good way to find volunteers is to contact local people who are involved in the sport somehow or just volunteering itself. Good examples are junior clubs and teams, their parents, or just any recreational clubs and groups that are looking for maybe raising funds for their operations.

#### **3.4.4 Filling the Positions**

Now that you have addressed your staffing needs it is time to start to fill the positions in your staffing chart. And how will you do that? First of all, you need to find suitable people to hire. You may put the positions into the “open market” and wait for responses from people who are interested in getting the job. You may offer the job to someone you already know. Or you can do both. Whether you are hiring volunteers or staff you should create job descriptions to any position you create to your organization. There is an example job description in the appendices to help you understand how to create a job description for an open position.

After compiling the responses, it is time to evaluate the candidates and try to find the best possible person for the job. When you are doing the evaluation, get familiar with the candidates education and work background, mark down points that you find interesting and look for positive and possible negative things you may find. Be sure to check that their resume is legitimate and up to date. It is always good to do a reference check to make sure the information in the resume is correct and truthful. You may also ask about the personality and professionalism of the candidate from the references they might have provided.

One way to find staff is to hire someone you already know, a relative, a friend or a friend's friend maybe. There are some pros and cons in hiring someone that is close to you that are good to know.

Let's start with the good things.

- When you hire someone you know, then you know what you are getting. You know their personality and you know how seriously they want the job. You also know about their work and school history and also about their other backgrounds.

- People tend to work harder if they work for someone they care about and if they are respected and treated well.

Then the cons.

- Sometimes you might run into a problem, if your friend or relative thinks that you are too bossy and that might make them feel less equal to you and this could create problems.
- Someone could try to use you and the fact that they know you, against you. They might start to be lazy at work or keep coming late just because you are their friend they think you won't mind.
- This could evolve into a situation where you might have to fire your friend or someone else you know very well, and that is never easy and could end your whole relationship.

### **3.4.5 The Hiring/Interview Process**

After you have evaluated all the candidates and created a short list of the best ones, it is time to start the actual hiring process. The hiring process involves interviews and sometimes contract negotiations. The first step is to invite your top candidates to an interview. The interview process is very important. Even if someone can't, for whatever reason, attend the interview in person, do the interview over the phone. But note that that might already tell you something about the candidate if he/she can't come to the interview, especially if you offer them several chances - they might not be that serious about wanting the job.

In the interview you should try to be professional, but not intimidating. Try to get them open up by talking about something that interests both of you. Try to learn how to find things from their resume to talk about at first. People often have some hobbies or other things that interests them in their resumes. Then try to have a same core questions for all of the interviews. But do not make yes or no questions, leave some room for more creative answers. This will help you to find differences between candidates and so helps you to choose the right one. It's always good to ask about their past working experiences and how they liked them and why? Also why did they quit that job? Ask something about their background, like do they have family or are they living alone? One very good question to ask is, why are they interested in this particular job? Why do they think you should hire that particular person before the

other candidates? If you haven't already talked about the salary before the interview, you could ask what are their salary demands? Then based on their answers try to find the candidate you like the best and call them again to come for contract negotiations.

### **3.4.6 Contract Negotiations**

Negotiating a contract is the last step in the hiring process. Now you already know whom you want to hire and this means you should come to an agreement on a contract that pleases both parties. Different elements that you need to cover during the contract negotiation stage are salary, benefits, insurance and the job description. It is always good if you have already agreed on the salary beforehand. If your candidate comes to the negotiation expecting a whole lot more than you are offering, someone is going to be disappointed. Salary is the most important single element of the contract so it will make the negotiation run a lot smoother if both of you are aware of what the other party is expecting.

Now all you need to do is basically agree once more that the salary that is on the contract is right and both of you are willing to accept it. Next your future employee is usually interested about other benefits there might also be. These might be car allowances, health care benefits, salary bonuses or some other benefits. If your company has good benefits to offer that usually makes the job more attractive and you may even sometimes be able to negotiate and reduce your employee's salary costs. Insurance is another important topic in the contract. You need to have your employees insured for the time they are working. It is crucially important because if something happens and you don't have insurance, it may become very expensive for your company.

During the contract negotiations and even still later on it is paramount that you agree on the legal term of the contract about holidays, hours, overtime, and other details. Other things to mention are elements like, dress codes, accident reports, work place safety and occupational well-being. It is good to show your future employee how to do these things so that he/she feels comfortable to start work when the time comes. One good way to do this is to build a starting package for every new employee, where you cover all these things and anything else you can think of that they should know. This way, they know what to expect, they get to know what the working culture is in your company, and also it gives a professional picture about you and your operation.



## **3.5 Marketing, Promotion and Advertising**

For any event it is important to be known, seen, supported and available for customers. This section is an overview of the practices and different actions that may be helpful or are required to get the word out about your event. We will also cover how to acquire the necessary information on how to determine and reach your target market as well as how to approach possible sponsors and partners. We will explain why it is important to promote your event and offer up some hints and examples on how to best go about doing so.

Marketing is defined as: “...Managing profitable customer relationships. The twofold goal of marketing is to attract new customers by promising superior value and to keep and grow current customers by delivering satisfaction” (Armstrong&Kohler, 2007, 5). Marketing is a process that you should consider for the first time during your creative analysis process. If you don’t have a strong background in marketing, it is often a good idea to hire someone to help with marketing your event. Event organizing committees often explore the possibility of forming a marketing committee and attempt to get professionals from the marketing field to join the committee to help with the marketing.

### **3.5.1 Market Research**

The first thing to do is to do research your market. Determine what has worked before and why, and also what has already been done but hasn’t gotten the reception that was anticipated. These facts will help you make informed decisions concerning your own marketing strategy. This is all information that will be useful later on in the process. For example, you don’t have to make same mistakes other ventures have encountered or you can try to take something that was used and didn’t work, and try to make it work by changing it or making adjustments that make it more a more viable option. Market research will likely also give you some examples of existing models that have worked in your market. Just keep in mind that they don’t necessarily have to apply to the target of your event, similarities often translate.

### **3.5.2 Design a Marketing Strategy/Define your Target Market**

After you have conducted some research in your market, the next step is to design a customer-driven marketing strategy. According to Armstrong and Kohler (2007) design a winning marketing strategy, the marketing managers should answer two important questions:

- What customers will we serve (what is our target market)?
- How can we serve these customers best (what is our value proposition)?

Define your target group. Understand who you are trying to appeal to, but also consider if there is a secondary source that will actually fund your target group to participate. For example, if you market towards children, you will also need to appeal to their parents, as they are the ones with the money and the decision making power. When marketing an event, try to broaden your target as much as possible, try to find new ways to reach and attract your fans and to reach out for new fans. Make sure your advertising campaigns target and are available to your most likely clientele.

### **3.5.3 Value Proposition**

Once you have determined your target market, it's time to think about the value of your product, or the value proposition. What are you offering to your targeted customers? It is important to think about the following things;

- How to get your target market excited to buy your product?
- What kind of marketing will attract your target group?
- What are the benefits of supporting you and what are you promising and how to keep those promises?

Armstrong & Kohler offer up this advice for choosing a value proposition: "The company must decide how it will serve targeted customers – how it will differentiate and position itself in the marketplace. A company's value proposition is the set of benefits or values it promises to deliver to consumers to satisfy their needs." (Armstrong & Kohler, 2007, 9)

Based on your research, evaluate your product compared to others that are either competing against you or in the same market or use historical examples of events that are

similar to your model. Based on your evaluation and the type of your target market, analyse and define your benefits and values. You can start to think about a good price for your product or what sort of price you could consider selling tickets for. Know your market – what is too high? What is too low and what will not create enough revenue? Try to find a good balance. You might ask yourself, how do I do all that? How do I define my event's own value and benefits? The answer is in a question, what do you have to offer that others don't? What makes you special? An example from Hockey Canada's marketing for IIHF World Junior Championships, "See the World's Finest International Prospects and Future NHL Stars". The slogan promises good value, it promises the customer excitement and to be part of something that is unique. It promises something that others can't. It brings you one of world's premiere hockey events and it gives you a chance to see the future stars before others. That is what is their advance compared to some other events they might be competing with and that adds value to their product.

#### **3.5.4 Promoting your Event**

Promotion is the best way to get attention and to get the word out to your target group and to other possible customers. You do it to get recognition and to make a name and create some buzz for your event. The next step is to acquire an understanding on how to promote your product/event. The first thing to think are the different ways to promote that you might already have knowledge on such as; advertising in papers, on TV, radio or internet, doing promotions at other events or in public places. Do some research and find out what is available to you in terms of reaching an audience and decide what the best ways to reach your potential customers and target market could be. An example could be that you are promoting a hockey event that you will be organizing soon and you plan to attend similar hockey events to promote your event using flyers or posters or an information booth. Another example could be posting advertisements at local hockey rinks to promote your even. There are tons of different ways to do promotions and advertising, just remember to be creative and think outside the box.

#### **3.5.5 Advertising**

When developing your advertising program to best suit your event you must make four important decisions (Armstrong & Kohler, 2007, 370):

- setting advertising objectives
- setting the advertising budget
- developing advertising strategy (message decisions and media decisions)
- evaluating advertisement campaigns.

When setting the advertising objectives, as Armstrong & Kohler call it, you need to consider your communication objectives and sales objectives. In the budget decision process you need to think of an affordable approach, percent of sales, competitive parity and your objective and task. The next phase in setting your advertising objectives is divided into two parts; Message decisions and Media decisions. With message decisions you need to decide your message strategy and message execution. The media decisions you need to do are reach, frequency, impact, Major media types, specific media vehicles, and media timing. The last thing is advertising evaluation, which means that you will evaluate the communication impact, sales and profit impact, and return on advertising.

Next, we will explore and offer up some tips for event promoting and advertising from our experiences. If you are selling tickets to your event, one way to try to get as many people in the stands and also to try to get as much profit as possible is to sell the tickets in packages. Now, this might not be the best way every time, but think of it as an option. There can be different kinds of packages, ones with all the games or half of the games, or just the preliminary round games or packages with just the medal games. Good places to advertise are other sport events, particularly events of the same sport as your event, sport venues. Try to create some good ticket package options for corporations and offer some sponsorship options that may include purchasing tickets to your event. Try to market your event to local sport clubs and associations, and offer them different packages as well. Always try to find ways for all levels of income to attend your event. And always try to find a way to get all levels of sponsorship a way to support and be involved with your events also.

There are also some good ways to promote your event for free. One is to try to contact local or national newspapers, depending maybe how big your event is, and explain them that you will be organizing an event that might be interesting to their customers, the readers. This could also be done with a local TV station or some other media. If the media you contacted is interested in publishing a story about your event this could be a great channel to create awareness and get the word out about your event. This is especially beneficial if you are organizing an event that is important to the people in your community, it is always good to sell

the community and legacy and try to tie the local media to support your event. Another good promotion is through word of mouth. If you have some people in your event organization or in the board of your committee that has connections, prep them to talk about your event as much as possible. Also consider the image of your event. The image of your event is very important when it comes to marketing and promoting your product. Image is basically how you want people to see your event and what they will think of it. Think about your target group, what would you want your image to be in order to be attractive to that group?

### **3.5.6 Contractual Obligations and Partnerships**

As you promote and market your event you will come across situations where you will need to enter into a contract with another party. When discussing contracts made with sponsors it is imperative to be aware your contractual obligations and the legal implications involved with not meeting demands. This is something that should be heavily considered before entering into an agreement with any sponsor or partner. This section is not intended to act as legal advice, as the authors of the text have no formal legal training, but rather to assist you in understanding the basics of entering into contractual agreements with outside sources. Do not sign a contract if you have any questions or concerns regarding any portion of the contract, seek outside legal assistance if this is the case.

Contracts can be written or oral and it is important to understand that an oral contract can be valid and legally binding, depending on the surrounding circumstances, so watch what you say when meeting with sponsors and trying to hash out an agreement. It is a good idea to insist on all contracts being in writing, even those to which you agree orally. This will protect you from misunderstandings and gives you something to fall back on if the relationship deteriorates or if legal action is taken against you for breach of contract. It can also work in your favour if the agreeing party does not meet the expectations, and will serve to assist you in the legal process against them. It can also help protect you against sponsors backing out of promises without proof that they were actually made. If this happens, consult an attorney. This is not intended to turn you away or strike fear into your heart about dealing with sponsors and partners, it is simply tips on how to insulate yourself if anything should go wrong.

Dealing with sponsors is generally a favourable and positive experience that will work out in everyone's best interest. Don't be shy about asking for written contracts as not all sponsors are in the habit of drawing them up for every sponsorship request. If you feel you can trust the sponsor or if you already have a good relationship with the sponsor, you can use

your judgement about whether or not a written contract is absolutely necessary. Written contracts longer than a single page need to be numbered properly, so make sure that the page numbers look like this: 1 of 3, 2 of 3, and 3 of 3. It is never a bad idea to have someone with legal training go over the contract to be sure that it is what you intend it to be. And always go over the contract before signing it, changes and alterations can always be made before the parties have signed. Make sure that the person directly responsible for sponsorship or partnerships signs the contract. When dealing with written contracts, always make sure to have your own signed copy of the contract stored in a safe place that is accessible to you or members of your staff if something were to go wrong and you need to provide it.

After contacts have been signed, it is important to honour your side of the deal. Make every effort to go above and beyond your sponsor's expectations, as this will assist you in developing a positive relationship and in obtaining further sponsorship or a higher scale of sponsorship in the future. Failure to respect your agreements or the integrity of the sponsor could result in a far reaching backlash to your future sponsorship needs. Word travels fast, and it is likely that other corporations will learn about the poor experience and turn the other way if you come calling. So remember to treat sponsors with the utmost respect and always try to augment their image when associated with your company or event. A positive experience for a sponsor will also likely intensify your positive reputation and earn you more sponsors.

### **3.5.7 Sponsors**

Sponsorship and partnership relationships are imperative for most events, sometimes they can be a life saver for your business. In world of sports, sponsoring has a long history and a huge portion of most sport businesses income comes from their sponsors and partners. So how does one best identify and approach possible sponsors and partners? You may start once again by doing a little research.

Look at companies/events that are or have been similar to yours and find out what kind of sponsors they have had and from what kind of businesses and industries have been willing to support your type of businesses in the past. There are often a lot of local businesses that might be interested or willing to sponsor an event that is happening in their backyard. When you have identified possible sponsors that you think could be interested in what you represent and have to offer, the next action will be approaching these sponsor candidates.

A great way to make a contact is to send a letter to the possible sponsor, and after that to call them and ask if they have received your offer and talk about what they think of it and if they have any further questions. In the letter you should who you are and what the event is about. Then explain what you are looking to do and what you are offering and why do you think this is a great sponsoring opportunity for the company who receives the offer. Sometimes sponsors may even approach you if they know about your upcoming big event and consider it something that they want to represent. If there is a demand for sponsorship or partnership from companies, it may be sometimes beneficial to have a few competing companies bid for the contract. Especially when you are looking for partners to be a provider for a certain service for your event, it is good to have a bid process or to send requests for proposals from different companies to offer their best prices and services for you.

When you send offers to possible sponsors you should offer different levels of sponsorship possibilities. Create different levels and different categories that may offer different values and benefits and thus are worth different sponsor sums. This is really important so that you can find a way for all levels of sponsorship money to be involved and to support you event. A good example of this in sports would be, that if you have a soccer club that is looking for sponsors and it has a new stadium, they can offer different levels of sponsoring opportunities to possible sponsors by having a main sponsor category, and by being the main sponsor the company would get the new stadium to be named after their company, but the club cannot offer that same opportunity in any of their lower categories again. In other categories a sponsor will probably not get as much visibility and other benefits so therefore these categories should be valued less valuable and thus are not worth as much money. This is why it is paramount to have several categories to make sure you have different kinds of sponsoring opportunities to offer to all kinds of possible sponsors, small and big businesses.

	<b>Category 1 Discounts</b>	<b>Category 2 Free Products</b>	<b>Category 3 Expenses Paid</b>	<b>Category 4 Bonuses and Contingencies</b>	<b>Category 5 Salaries</b>
Level 1	X				
Level 2	X	X			
Level 3	X	X	X		
Level 4	X	X	X	X	
Level 5	X	X	X	X	X

Figure 3 – Drury and Elliott’s Levels of Sponsorship Chart

This model of sponsorship in Figure 3 (Drury and Elliott, *The Athlete’s Guide to Sponsorship*, 1998, 55) was proposed as a guideline for individual sport athletes but it effectively applies and illustrates what you can expect from sponsors as you attempt to organize your event.

### **3.5.8 Becoming a Sponsor**

Don’t overlook the possibility of becoming a sponsor yourself. Adding your name to another event or sponsoring youth teams, etc, could go a long way in developing recognition for your event. If you can, plan to perhaps add a section of your budget for your company or event as extra money to sponsor someone else’s program. This can work just as well as advertising, and sometimes better. Think about a hockey school sponsoring a club team, those players will be constantly around your name or logo. When the time comes for your event and your name and logo comes up again, they are likely to recognize the brand and show you some support, or it will likely be something they plan to do from the first time they ran across your information. If you are looking to reach certain markets, use your extra funds to sponsor teams or players or other events where you can develop brand recognition, as brand recognition can often lead to brand loyalty.

## **3.6 Pre-Event Preparation**

As the event date nears and all the work has been completed to secure the event, the real work for the event now begins. It may come as a shock to the main event planner as to just how much work actually goes in to setting up the event. This section of the guide will cover everything you need to know and everything you will need to prepare for in the months, weeks and days leading up to your event.

### **3.6.1 The Critical Path**

The first step you will want to take when preparing for your event will be the development of a critical path. A critical is essentially a document that will serve as your plan, it should



include anything and everything that has been accomplished and everything that needs to be accomplished. This can be broken down into departments. Some examples are;

- Tournament budget – this topic was covered in section 4 of this guide, but it is important to note again at this point, as you will want to revisit the budget as you go through your critical path to make sure that everything is covered. You may run into a situation where you can switch or alter your budget to shift funds to a more important area, or you may find that you need to find a way to bring in more funding. This is a worst case scenario, but it should be planned for earlier, as a just in case method.
- Administrative planning – covering all administrative areas, this will include things like booking the venue, hotels, extra conference rooms, buses, lounges, catering or cafeterias, fencing, volunteer apparel or clothing, laundry services, exercise equipment, computers, telecommunications, charters, security, signage, sponsorships, auxiliary power, supplies, etc. This section should also include who is responsible for what and what the status of each item is.
- Marketing planning – aspects of marketing that need to be addressed include; advertising and promotional plans, official game programs and how to produce the programs, street banners, ticketing plans, customer service plans, sponsorship sales and fulfillment plans, etc. Other things such as donating tickets and ticket packages or single game tickets should be organized here as well.
- Medical planning – medical planning can be sometimes overlooked, but organizing this and planning for it is an integral and crucial part of your event. This will include; determining a chief medical officer, providing game physicians, first aid kits, defibrillators, organizing on call status from x-rays, dentists, who is responsible for spectator injuries and first aid, hospital plans and liaison, ambulance and ambulance parking, medical supplies, tables, etc. Not being prepared for medical issues can leave a major black eye on your event and on your own personal organizational skills, so make sure all your bases are covered and have your chief medical officer go over this portion of the plan again.
- Logistics planning – some areas of logistics go hand in hand with the administrative planning section, but should be noted in this portion of your critical path as well. Depending on the size of your event, the logistics department can end up with a long list on the critical path, but it is important to be thorough. Logistics planning will include items such as; hotel contracts, air travel plans, equipment transportation plans,

team accommodations and meal plans, ground transportation plans, credentials and accreditation, locations of offices, security plans, etc.

- Operations planning - this area will include anything around the teams and games, such as; arena and dressing room overlays, game presentation and scripts, anthem singers, awards and award presenters, ceremonies, sponsor promotions, between period entertainment, game officials (on and off ice), team host plan, team storage, game and practice pucks, dressing room supplies, towels, snacks and drinks for teams, equipment handling, translation services, scoring and statistics plan, team game video or DVDs, etc. A lot of times, for example in an official IIHF tournament, the governing body has specifications for how these areas are to be handled and can normally provide you with the exact information. For example, the IIHF has a detailed game script for announcers. For all sections of your critical path, you should research what is covered by the governing body, if you are working under a governing body for your event.
- Media services planning – depending on the scale and size of your event, it is always important to plan for media coverage. Even the smallest events can attract some media attention, and it is an opportunity lost if you are unprepared for it. Media services planning can include options such as; public relations and media relations plan, news release schedules, media centres and interview areas, meal plans for crews, technology plan and audio visual supplier, media handbooks and guides, website, commentator positions, broadcast locations, production truck area, credential restrictions, camera locations and official content and advertising sales for the event program. Determine the scale and size of your event and create a minimum to maximum expectation for media. Don't hesitate to contact media outlets to determine what they will be requiring, or set up a media department to handle all media issues and credentials if you are expecting a large volume of media.
- Volunteer planning – for any event, volunteers are really what make the event happen, no amount of planning or preparation can prepare you for a lack of volunteers. Determine your need for volunteers and consider the length of your event, if it is longer than a couple of days, you will likely want to overshoot your estimated volunteer requirements to account for breaks and the fact that people have other things going on and may not be able to commit full time. Things to consider when planning for volunteers include; recruiting, placement, training, criminal record checks, job specific training, guidelines and expectations, accreditation, food and beverage,

scheduling, uniforms, management, parking, transportation, gifts, recognition party, note and acknowledgement from organizers, positions and back up options.

- Protocol planning – protocol planning will consist of planning for contractual obligations and other services such as; tickets for sponsors and VIPs, ticket donations and charities, ticket policies, VIP services and guest plans, gifting for teams and officials, governing bodies, organizing committees, media, sponsors and VIPs, liaison with the governing bodies, staff clothing plan, special areas for sponsors and governing bodies, special events and building overlay plans.
- Special events - you may want to have side events going on during your main event, this will again depend on the magnitude of your event. Larger events draw larger crowds and can end up being the focal point of an entire city, region, country or more. Large scale events can consider side events such as; youth tournaments, adult recreational tournaments, alumni programs, school programs, ticket donation programs and other special events outside of the main event. These events can do wonders to bring even more attention to your event as well as introduce it to audiences that normally wouldn't be available to you.
- Finance planning – insuring yourself in the event of a cancellation to the event and event liability insurance is critical to insulating yourself to unforeseen occurrences that could cripple the event.
- Other revenue planning – again, depending on the size and status of your event, you can come up with secondary financial options during the event. These options could include ideas like; a 50/50 draw and game program sales. It is important to understand that some major events and venues have major gambling sponsors and there may be an issue with running programs such as a 50/50 draw. Discuss this with the governing body and venue manager to determine if there is a conflict or not. If you do decide to proceed with these options or other similar options remember to plan ahead and have specific volunteer training and positions for these jobs.
- Pre-competition planning – this portion of the critical path is generally the section that has already been completed by the pre-competition point, although it is still a good idea to have this section in your critical path for informational purposes. There will likely be a couple of items that will be on this portion of the critical path that are still yet to be completed or can only be completed in the days leading up to the event. Examples include; site selection, logistics for host team (if there is one), family hosts.

- Post event planning – one of the more difficult tasks for an event is planning the post event breakdown. The general feeling once the last game has been completed is that the job is done and it's time to celebrate. Unfortunately there is still work left to be done and this needs to be made clear and planned for. There will be time to celebrate and the celebration is a very important part to running a good event, as it recognizes and rewards all those involved for their sacrifices and a job well done. Things to consider when planning for the post event are; volunteer recognition events, committee party, obtain and process the final invoices, close the books on the financial accounting and statements, write a post event sponsor report, plan for a tear down of all your materials and extra equipment to leave the venue looking like it was when you first entered pre-event, take an inventory of all materials and equipment that can be sold, collect and return all rented equipment and materials, organize storage for all extra materials and equipment until a sale can be held, you might need to book transportation if the sale is to occur at another venue or site, etc. Make sure that you have enough volunteers left to do this in a timely fashion. The last thing you want is 4 people left to move 200 desks in a night. Make sure there is a known timeline for when the venue needs to be vacated and turned over, so that you are not penalized or charged a late exit fee.

There is a sample critical path in the Appendix section of this guide to help you determine your own needs.

### **3.6.2 Task list**

Once a critical path has been established, you can then come up with a task list and to-do sheet. This sheet will likely work in sync with the critical path, but is beneficial none the less and it organizes your tasks and better illustrates what has been done and what can be done. This task list can be created in two columns, done and to do. Go through your critical path and determine which column each task can into. Update your task list on a daily basis and distribute it to all major parties associated with planning your event. There is a sample task list in the Appendix section of this guide.

These steps will serve as your fundamental plan to executing the event to your satisfaction when the time comes. They can serve as the first step every day leading up to the event. Update them as frequently as possible and follow the plan. If at all possible create a timeline

with your critical path and insert dates and countdown number (days to event) next to tasks that should be completed at that point.

### **3.6.3 Revisiting the plan**

It is important to continue to keep evaluating and re-evaluating your plan, critical path and task list, as the items can change on a daily basis. These changes or miscalculations can lead to major holes in your plan and event. It is important to identify where the holes may be and to add elements to make sure that those holes are plugged.

Plan for last minute changes, missteps and alternatives. Things can and will go wrong and it is extremely important to have backup plans for almost every aspect of your plan. Preparation is the key, and the more options you secure, the less likely it is that your event will stumble and the better you will look at the head of the planning. When going through your critical path, determine what items you have options for and create an emergency backup plan for each one, that way everyone involved will understand that there is no need for panic and bumps will be smoothed effectively and in a timely fashion.

### **3.6.4 Committees**

Large scale events often determine committees for each area of the event. These committees are responsible for a certain and sole aspect. There is usually a head to each committee in charge of several other people who are used to coordinate the tasks needed to effectively accomplish the set goals of the committee. The hierarchy structure works effectively as each committee head meets in a large group to discuss the overall goals of the group, then the committee head can return to their own committee and set forth the plan to their people how to go about reaching their respective goals. This is just another way to better organize yourself and your event so that there is no confusion as to who is responsible for what.

### **3.6.5 Accreditation/Access**

There are several subjects that need to be understood and discussed further during the pre-competition stage of the tournament. The first being accreditation. Regardless of the size of your event, you are likely going to require some form of accreditation and signage. These

will help organize your venue and control access to various parts of your venue. Certain events, like major IIHF world championship events, will provide accreditation templates, where as other lower scale events will be responsible for creating their own accreditation. When creating your accreditation you want it to be clear what the event is, who the person is and what their access will be. You will also want to secure yourself against fraud, but making sure that your accreditation is not easy to forge or duplicate. Signage will signify which sections are available to which people. Areas can be color coded and identified by letters or numbers. Doing this can help limit access to certain areas for non-essential staff. Signage should be placed properly and be clear and indicative of who has access and what the area is for.

### **3.6.6 Re-visit your Task Sheets**

As discussed earlier in the section, checklists, task sheets and to-do lists are extremely important as the event nears. Creating checklists for each personnel is important at this stage as well. Whether they are daily task sheets or task oriented goal sheets for a specific time frame, it is of great benefit to continue to produce these checklists for everyone, as it keeps everyone focused on certain tasks in certain time frames.

With so many staff and volunteers it is important to have several meetings leading up to the event to prepare everyone for their roles. The process should begin with leadership training seminars, where people who will be in charge of volunteers, will be trained the ins and outs of their specific role(s).

### **3.6.7 Training and rehearsals**

As the event date nears, holding a training session or dry run of the event is a very beneficial process. Keep in mind that most volunteers will be taking a block of time off from their work, families and other things to be a part of the event, catering to their needs and facilitating the process for them is of the utmost importance. These training sessions should also include manuals for them to go over and take home and they should clearly indicate their roles and what is expected of them. Make sure to discuss conduct rules and regulations for each level of volunteer and clearly indicate what the consequences of breaking these rules and regulations will entail. Training sessions and rehearsals for volunteers should only be a couple hours in length at most, as to not interfere with their outside lives any further. The best way

to do this is to organize job specific training sessions, instead of a large group session. Or have a large group session and break off into smaller more specific meetings. Do whatever possible to ensure that all volunteer and leadership staff is aware of their role(s) and responsibilities. Issuing a contract of understanding is a practice that can help ensure that each volunteer acknowledges that they understand their position. These meetings and sessions are also a good opportunity to gather sizing information for staff uniforms and apparel.

### **3.6.8 Taking Care of your Workforce**

If you have a large volunteer group or members of your organizing committee that will be coming from abroad, be sure to have accommodations and food organized for them. It is important to take care of your staff and provide them with snacks and beverages for training sessions and meetings. And if you are going to require them for longer periods of time, organize meals and even accommodation if needed. Do whatever possible to try to limit the training periods to short amounts of time, as it can help keep the budget down when considering how unnecessary food and accommodation costs can add up.

### **3.6.9 Time Requirements**

Setting up for an event can prove difficult and time consuming, so make sure that you give yourself as much time as is possible to set up the venue the way you want it. Sometimes it is only possible to take over a venue the day or even night before your event. You should understand what your time frame will be and plan accordingly. If your time frame is short, you will require a greater number of volunteers to assist in setting everything up. If you have a couple of days, you can work in shifts and take the time to do things right, but in a timely and effective manner. It is important to again have checklists and to make sure that all protocols are being followed. Double check everything as they are happening to make sure they are being right and that nothing has been overlooked. It is possible to find more outside help for the manual labour jobs associated with setting up and event. These extras are likely going to be require some sort of payment or tickets to the event, although it is still possible and not out of the question to locate volunteers strictly for this portion of the set up process.

### **3.6.10 Last Minute Marketing**

Depending on the nature of your event, hype and publicity may build on its own as the event date nears. If not don't, and you would like to build more interest in your event, don't hesitate to contact local media outlets. Put an ad in the newspaper, hold a promo event before the games start, do an interview with a local TV station. Take steps to make sure the public is aware of your event. If it is a large scale event, make sure the event is being perceived properly, and if not, take steps to attempt to change the perception. Donating tickets to schools and groups is a very good way to build support for your event in the public eye. If ticket sales aren't going well, consider a price drop to get people to attend the earlier games. During the U18 World Championships in Kazan, Russia, 1\$ tickets were offered to fill the stadium and build the atmosphere for Russia's match against a rival nation, this tactic proved to work well as it increased the interest in the tournament as it progressed and ticket sales for the playoff round climbed. There are many ways to increase interest in your event, regardless of the magnitude, so be sure to brainstorm and explore your options.

### **3.6.11 Explore Partnerships**

As you prepare for your event it is a good idea to try to develop partnerships with as many different providers as possible. These partnerships can be with any company or group that has something to offer you, or that could help you manage your budget more effectively. Partnering with a hotel chain or catering service or a charter bus company can help you secure discounts or even eliminate certain costs. Approaching partners is the same as approaching sponsors, in that you will want to be able to offer them something in return. Depending on the public perception of your event, this could include tickets, advertising space, a booth at the venue, or many other options, but it is all about coming to an agreement on a partnership and doing the best job possible to represent each other and promote and/or assist one another during the event.

### **3.6.12 Event Literature**

It is a great idea for all levels of events to create event documents or programs. These can be used to sell advertising space or promote sponsors and tell interesting stories about your event and the people involved. Determine the size and status of your event and proceed with the creation of event documents and consider what level of quality you would like them to be.



If you are having a well attended event, getting a professionally done program could be extremely beneficial. Sponsors and advertisers will pay more for full color and higher quality print, and you are more likely to sell more copies if they are of a higher quality. Consider your audience and come up with a target cost, selling programs is a good way to bring in revenue for your event. Gathering information should be an active task from the beginning of the tournament planning process, but it is unlikely you will have all your required information right away, so create your template and add your info as it becomes available. The printing process can start a couple weeks to a week before the event begins. The IIHF has certain regulations when it comes to programs and advertising, so make sure to research if your plans meet the guidelines if you are planning an event in conglomeration with the IIHF. Pay attention to your sponsors and partners and make sure their logos and advertisements meet specifications set forth in your agreements. Be careful with advertising competing sponsors, as it will not be looked upon well. Make sure to include a note from the organizer, welcoming all players, team staff and spectators. The governing body may also want to include a note as well.

### **3.6.13 Last Minute Preparations**

Just prior to the event or in the days leading up to the event, do a walkthrough with each member of the organizing staff. Have with you a checklist for each department and thoroughly check everything so that everything meets expectations. Discuss with each member the protocols and issues to make sure every situation is accounted for. This is the best way to make sure that everything is on schedule and ready for the event. Be prepared and have back up plans ready if certain aspects prove to be ineffective or insufficient. It is recommended to do several walkthroughs in the days leading up to an event and continue to monitor the progress and validity of each item. This step will ensure that everything is ready to go, and minimize the amount of possible issues that you could encounter as the event begins.

## **3.7 Execution of Event**

It has been said that willing to succeed is nothing, but willing to prepare to be successful is everything. This is something that has been proven time and time again in event management, being well prepared is just being half done, but only half. No matter how good your plan is, it's still very important to be able to execute the event as well as possible. This section will

discuss how to follow your plan effectively. We will present and assist you to understand what kind of obstacles might come your way and how to deal with them effectively. We will also talk about communication during the event and the importance of hierarchy in roles and positions. This section will help you to keep on top of things during the event and if something goes wrong how to right the ship.

### **3.7.1 Where the Pre-Event Preparation Meets the Execution of the Event**

The execution of the event can really start a few days before the actual event. This is a stage when your pre-event plan and your actual execution of the event will tie together. You should have planned to get access to your venues early enough before the event starts to be able to do venue set-ups and other set-ups also, like offices and other important areas. You should now know where different places are and now you will start setting them up according to your plan. At the set-up stage it is important that you have enough people and enough volunteers to help around with setting everything up. It is also important to have someone in charge, and coordinating the set-ups. This person should be someone who is a good problem solver and knows how to deal with people and make compromises. During the set-up something always goes wrong, there is not enough tables or the fridge is too big and doesn't fit in the door, or there is more chairs in the room than in the drawing (plan). This is where you need to be quick on your feet and a good problem solver. Everything doesn't have to go as planned, as long as the solution or compromise will work fine and do the job.

The concepts explored in this portion of the guide should all be understood and planned for in the earlier stages of planning an event.

### **3.7.2 Double Checking**

It is good to check with all your partners and all your sponsors also before the event that everything is going well and that all your orders are on time and so on. Keep on top of this. During the actual event it is also as important that you keep following through with your partners and providers and double check that everything is running smoothly. During the event have someone whose responsibility it is to take care of your sponsors and guests so that you know they are important and feel they are receiving value for their contributions.

### **3.7.3 Staying on Top of Issues**

It would be helpful to have a daily schedule that structures and displays everything that is going on at your event at all times. This will help you to follow your plan and to keep on top of things. Create check lists and try to make it a routine to complete those check lists every day. This way you are not forgetting anything and the event runs smoothly. Remember that the set-up days and the first day of the event are always most hectic and chaotic, but after that things usually calm down.

#### **3.7.4 Delegating Task and Relying on Leaders**

Depending on the scale of your event there might be lots of different roles and positions in your event organization. This is why you need to have a clear hierarchy of the roles, so that everyone knows their place in the organization. You have possibly already formed different committees in the pre-event planning stage. It is very important to choose good leaders and creative people as directors and managers to lead your committees, and later on have effective volunteers to help them and work as coordinators and assistants in these committees during the actual event. It is important that everyone understands what their role and position is in the organization and always pays attention to the chain of command and that the protocol of communication is clear to everyone in the organization. This will help you, as a person in charge, to better control your event staff and event organization. Everyone knows who they should contact in different matters and also who is responsible for certain things.

#### **3.7.5 Following the Chain of Command**

It is important to have a clear chain of communication in your organization. There should always be someone or a small group of people who are in charge of the entire process, people who are always responsible for everything. These people are running the event and thus are also responsible for creating the chain of communication. It is up to them to decide how they want to share information to the rest of the group. This could be handled by having organizing committee meetings, where the directors and managers from all the different committees will come and share information, and then pass it on to their own committee members or volunteers. It is beneficial to have a communications committee whose job it is to take care of making all the public and other common announcements. If you have an event that is taking place in several locations or at a big site, it is good to think about ways to communicate between committees and between different members of your organization.

during the event. This could be cell phones, blackberries, walkie- talkies, or phones in offices. This will make it easier for everyone in the organization to keep on top of things. It is important to keep the communication channels open all the time by talking and discussing with everyone in your organization every time you see them during the event. This will create a feeling and image to everyone that you, as a leader, care about them and listen to their problems. This is also a good way to find out about the mood and work ethic in the group.

### **3.7.6 Staying Calm and Focused**

During the event, it is imperative that you always stay calm and try not to get frustrated when it feels like something is not working as expected. It is also important to understand that no matter how well you have planned everything, something will always go wrong and there will always be some problems. This is when it's important that you have the right mind set and don't panic. Think of the negative things as challenges or opportunities, not problems. There is always a solution to everything. Have the mindset that we will find a way to win this challenge and move on.

Always remember to stay positive because this will affect the mood of others as well. If you as a leader will panic and freak out, this will get others in the group nervous also. There might be situations where things go wrong and you, or someone else in charge, needs to step up and try to right the ship and keep things under control. Examples of this could be someone getting sick and not showing up for their shift. Then you might need to find someone else to fill in or have someone to work multiple tasks. What you need to do here is to be encouraging and supportive, there will always be people who will step up in these situations and take more responsibility so that the problem will be solved. Another example could be that in a hockey game the zamboni breaks down and this will delay the game and possibly screws up your planned schedule. Again, you need to stay calm, act quick on your feet and let everybody know how to move on. These kinds of situations can happen and they are no one's fault. You will find that people are understanding and helpful when these kinds of things happen.

### **3.7.7 Following Protocol**

Another thing that helps an event to run smoothly is to have a protocol that everyone follows. All the games and events follow that same protocol. Protocol could be something

that is already done for you and you need to take care that it is being followed all the time. This might be if you have won a bid and are the hosting organizer for someone else's event. It would be good to have a protocol committee who takes care of all protocol issues. These protocol issues could be timing issues, like when the athletes should enter the stage, or when and where should the flags should be hoisted, or when and where the awards will be presented. There are normally different protocols for pre-games, games, intermissions and half-times, ceremonies, and post-games, all of which need to be properly planned for and executed. During the event it is important to take into consideration using possible special guests or honorary persons as part of the ceremonies at the event. These could be for example, federation presidents, sponsors, former athletes, famous people from entertainment business, etc. These people will all need to be briefed on the protocols and timing of their roles during the event.

It is impossible to list and manage all the possible outcomes or situations that may arise during an event, but the most important thing to remember is that they can always be dealt with effectively, especially if you have contingency plans incorporated into your overall planning process. A dream is just a goal with a plan, by the time the event is winding down the plan will generally materialize into a dream again. Soak it all in, take the time to enjoy the process you have created. Events are a lot of planning for a very short period of execution and although it can be hectic, it is almost always a process you begin to miss when it ends.

### **3.8 Post-Event Actions**

Now your event has taken place and the games have finished, but there is still work to be done. As noted earlier, most of the staff will neglect this fact. Most believe the time for celebration is now. It is important to make sure that everyone is aware of the fact that there are still things to be done before the celebration can begin. The last thing you want is for all the volunteers to take off with the venue still not torn down. Make sure that your staff is aware of what the procedures and operations will be for tearing down the venue and returning it to its original state.

### **3.8.1 Venue Tear-Down**

The venue will likely need to be returned to its original condition as soon as possible as generally most venue hosting agreements do not last longer than the final day of the event. It is possible that the venue may give you a day's grace, but that is unlikely and will likely cost extra even if it is the case. The staff needs to be aware of the procedures for breaking down the site and the time frame in which it is to be done. All banners and signage needs to be removed, the dressing rooms need to be cleaned out and all material and equipment needs to be removed and accounted for, extra furniture needs to be collected and removed or stored, lounges and extra space and conference rooms need to be vacated, fencing and draping needs to be torn down and removed, extra or unused supplies need to be collected, etc. Anything that you have changed inside the venue will need to be undone. You will need to obtain storage for items that can't immediately be sold or returned.

Transportation may be required if you plan on holding a sale of your equipment after the event at a separate site. Selling your equipment and extra materials at a discounted price is a good way to make extra revenue and plug any extra holes created in the budget during the event. It is important to discuss this portion of your plan with the venue manager before your event; this will assist you in determining your timeline and expectations when the time comes to breakdown the site. Also remember to de-rig any ancillary facilities such as airports and hotels.

### **3.8.2 Celebrate with your Team/Staff**

After the site is broken down you can focus on celebrations, it is good to schedule a party to acknowledge and reward the volunteers for their service to your event. This can be scheduled directly after the event or in the days following the event or even towards the end of the event while the event is still going on. This will be a judgement call, but understand that all situations will come with their pros and cons. It is unlikely that your entire volunteer staff will be available for at least one of the situations, and it is important to still acknowledge these people with some sort of gift or reward. This is also a good time to acknowledge anyone who went above and beyond the call of duty. It is a good idea to hold a separate celebration with the organizing committee staff where you can hold a debriefing of the event and celebrate the work that has been done to put on such an event. This can be a staff dinner or other form of get together.

### **3.8.3 Giving Feedback**

After the event it is a positive step to look over your event and evaluate your staff. Give constructive feedback and determine what is needed if you are to put on the event again or if you plan on attempting to host a different event in the future. Debrief each member and go over what was done and thank them for their support, be positive and constructive if you feel you need to offer any sort of criticism. Criticisms are only recommended if you plan on using this staff member again in the near future for an event or in situations that call for reprimand. In general it is a good idea to keep everything positive at this point and let bygones be bygones.

### **3.8.4 Revisit the Budget One More Time**

After the event has come to an end, go over your budget again and make sure that all expenses and costs have been accounted for, double check with all partners and sponsors that they have received and have come through with their promises and thank them for their support. Make sure that any unexpected expenses that were incurred during the event are also accounted for. Go through the numbers and receipts and statements and make sure everything matches up. Also, some events require a post event report to be completed. This can be something that you could do for yourself even if it's not required. The IIHF requires a documented report at the conclusion of a sanctioned event as do most national federations. Another good idea is to compile a final report for each sponsor detailing their visibility during the event and illustrating what they got for their money or support. This is a good way to secure partnerships and sponsors for further events.

## **4. Introduction to Organizing Ice Hockey Events as a Business**

Organizing a major international event is usually a one shot deal, but there are many people who have made careers out of organizing lower scale events such as annual tournaments, summer camps, showcase games, short term leagues, etc. The following section will explore how to go about doing this if it something that interests you. A lot of the information can be similar or contain only subtle or minor changes but for the sake and integrity of the information and process it is good to revisit those concepts.

### **4.1 Creative Work and Preparation**

The obvious first step for any venture is an idea, the identification of a certain element or focal point that you wish to put your own touch on. The fact of the matter is many projects stall at this point. Having an idea for something you want to do is easy and is really the base for everything that you wish and need to accomplish. But evaluating that idea and trying to expand on it proves to be too much for some people, but they are necessary steps to get off the ground.

The creative process for starting your own company is fairly straight forward and offers plenty of opportunity for you to customize and add your own touch to it. The base idea is simple; a company that focuses on the sport of hockey. Now comes the tricky part. Now you need to make decisions and be creative. This is a good time to ask yourself questions and there are many questions you should ask yourself at this point;

- What element of the game do I wish to focus on?
- What age group or groups am I looking at catering to?
- What is the skill level that I am looking at working with?
- What is the skill level that I am capable of working with?
- Where will I base my concept?
- What is my time frame?
- Is there a fundamental need for change in a certain area within my region that I could help facilitate with fresh ideas?
- What do I wish to offer or hope to accomplish for potential clients, staff and myself?
- Is this a project that I can market and promote or find potential partners for?



- What contacts do I have to facilitate getting this off the ground?

These examples of questions to ask oneself are a good starting point, but there are many more questions that can be asked. In fact, the more questions you can pose and answer yourself, the better, as it will assist in preparing yourself and your plan in a way that you optimize your chances for success. It is however important to note at this point that simple is good, and do what you can to not over-think or over-complicate your plan. Create an idea and determine where you want to go with it, but be realistic, especially in the start-up stages of your company.

It is important to pick a theme and build around that concept, again, keeping it simple at first. Having a theme is a natural first step. Figure out the focal point of your creative concept, the base for your company and understand and fully envelop yourself in the goal and target of this theme. It is easy to over-complicate at this point, so be aware that your chances for success will improve greatly if you can remain focused on a specific task or goal for your project. There is plenty of time and room as the process moves forward to add and subtract, but if you have too much on the go to begin with, it is likely that you will end up back at square one. Picking a theme that you are passionate about is important. Find an area that you already have knowledge or an area in which you have desire to learn or improve. This will assist you in coming up with fresh new ideas and sticking with it, when/if times get tough. Picking a theme is a creative process, one that some might find easy, as the dream is already there. However, some might need to really dig deep and brainstorm for a proper theme or idea.

The creative process is defined as “the forming of associative elements into new combinations which either meet specified requirements or are in some way useful. The more mutually remote the elements of the new combination, the more creative the process or solution.” (Sarnoff A. Mednick (1962)). The creative thinking process can be done in many ways, and there are many exercises one can go through to help maximize the gains of this needed step. It is a very good idea to go through the process, even if you already have a solid idea about your theme or direction, as it can sometimes assist you in gathering further knowledge and information about your subject. A lot of ideas stem from discussion or information sharing, you might find yourself starting a company with a focus on elite players and discover that you are more suited for developing younger players as a result of simple

conversation with other individuals who may already be involved or who have information that wasn't considered or wasn't available to you at the time of your original concept.

#### **4.1.1 The Brainstorming Process (revisited)**

A common brainstorming process is to identify your area of concern or problem and to identify as many different solutions as possible. This can be done in a group or as an individual, although, research has shown that there can be many forms of social issues that can hamper the creative process in group brainstorming, such as social loafing and production blocking (Mullen, B., Johnson, C., & Salas, E. (1991).) These issues can normally be avoided when one person or a small group is in charge of making the ultimate decision or has final say. Therefore, seeking outside help for group brainstorming sessions is recommended as a manner of improving the base idea or exploring alternatives to your company. You may also find it a useful practice as you go through the first steps of your journey. A. F. Osborn (1963) described four necessary steps for group brainstorming:

- v) Focus on quantity: The idea being that the more ideas, the better the chance of finding one that works.
- vi) Withhold criticism: reserve judgment on any and all ideas until satisfied with the quantity of solutions or ideas is covered.
- vii) Welcome unusual ideas: think outside of the box, seek new perspectives.
- viii) Combine and improve ideas: put together or add to ideas to create new and improved solutions and ideas.

Other ideas on brainstorming state that it is helpful to break down your brainstorming into a thinking process as follows;

- e) Set the problem – determine your focus, keep it simple. If it is too complicated, break down the problem or idea into smaller problems or ideas and continue the process with each one.
- f) Create a background memo – this is an invitation for your brainstorming group and should be submitted with a detailed characterization of your problem or idea. The earlier the invited person(s) are given this, the more time they will have to prepare and come up with ideas for the meeting.
- g) Select participants – choose a group of people (10 or less is recommended). These participants will make up your panel. You can break it down into a group of people who will influence your decision or make the final decision and add a smaller group of people who might be able to provide insight to your problem or assist the panel. It is

also recommended to designate one person to take notes and keep a record of the discussion as well as a discussion facilitator who will act as the discussion leader, this could be the person in charge of the final decision or another individual whose main position is to stimulate conversation and keep things on track.

- h) Create a list of lead questions - as the discussion continues, the ideas and list of possible solutions may begin to plateau. At this point the designated facilitator can come in with a set list of questions designed to stimulate the conversation and overall process. Examples of these questions could be, but are not limited to: “Could we combine these ideas or look at them in another light?”

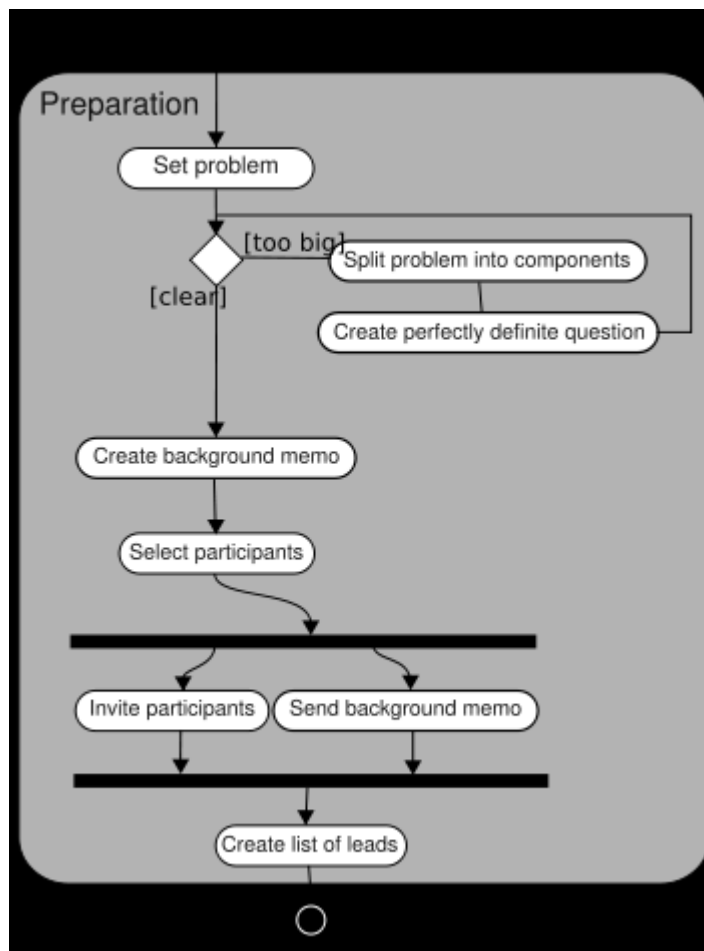


Figure 4: Group brainstorming path.

The process can wrap up at this point, or can continue to a secondary stage in which participants break for a predetermined period of time and are then recalled with a secondary group of new participants. The new group should be given a creative warm up period and then brought up to speed with the information from the previous session(s). After this, the process can be explained and a call for new ideas can commence. There are many ways to do this, as you could go around the room and have everyone state their ideas, or you could write

down all ideas and discuss them individually. Now the process should move to cutting down the ideas/solutions and choosing the focus. This process can be done however you would like, by a vote or panel/individual decision. If there are still multiple options, go back and go through the previous processes again. Once an idea or solution has been obtained, you should go about discussing it further and elaborating on it, seeking out any conflicts or holes. Once this has been accomplished to your or everyone's satisfaction, you can call an end to your session.

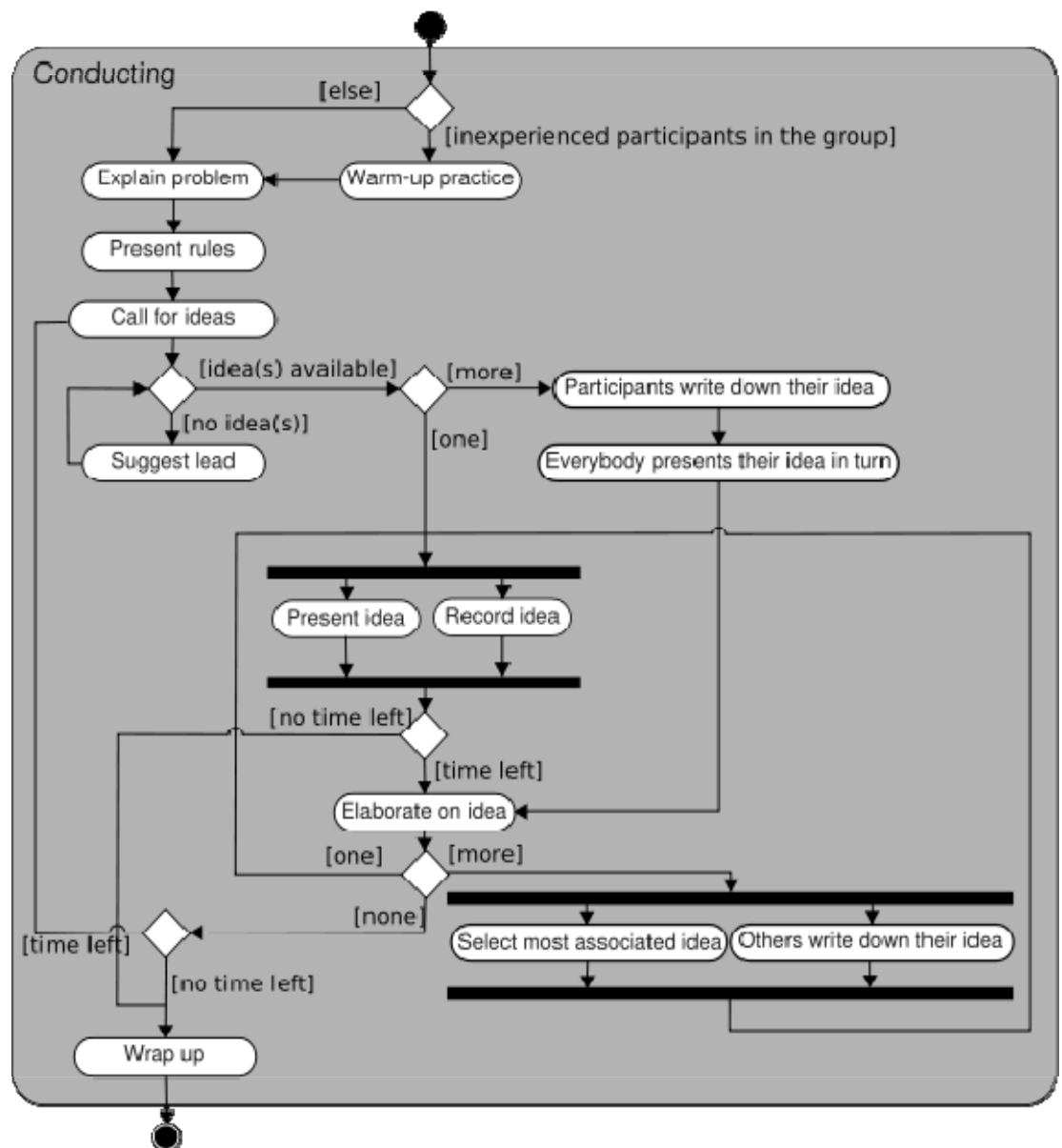


Figure 5: The secondary stages path for continued group brainstorming sessions

#### 4.1.2 Making an Idea Yours

A common concept in sports is to find new ideas and take them and make them your own, or add your own personal stamp to an already established idea. This process happens all

the time in coaching and again in the business world. There are obvious measures (trademarks, copyrights, etc) that protect certain businesses from having other corporations come forth and infringe on or steal their ideas, but most ideas and concepts are fair game. Research your ideas and the ideas that you like that others have already put into practice. You might find a way to improve on an already established field of ideas or you may be able to add your own personal touch to an idea or area that you admire, respect or wish to break in to. This can be a productive way to evaluate your creative idea or it can actually be your creative idea. As was mentioned in the brainstorming paragraph, one can effectively combine ideas to create fresh new perspectives which could in turn, eventually, become what your company is known for or remembered by. It is important to note here not to be surprised if the same process is followed by another start-up venture, if/when you find success with your concept.

#### **4.1.3 Naming Your Venture and Creating a Logo**

There are plenty of steps to follow now that the idea or focus has been achieved. One that proves to be surprisingly difficult is coming up with a name for your company. Coming up with a name for an event is pretty standard as they are either descriptive i.e. IIHF World Women's Under-18 Championship or named for a person i.e. the 2008 Ivan Hlinka Memorial Tournament. This isn't to say that you couldn't create an event or tournament with a different style of name, but the examples aren't common. Sponsors can be used for naming a tournament i.e. The Bauer Invitational or the Royal Bank Cup. It is a different game though when attempting to come up with a name for your company. Traditionally, hockey companies have four major sources for their naming. The first being a name of the person responsible for the company, examples such as Farrell Hockey or Andrews Hockey School, the second being a region, such as the Okanagan Hockey School or East-Coast Selects, the third naming option is based on a mascot, names such as Warrior Hockey, other naming options are descriptive (Puck Masters, International Scouting Services). There are other manners in which to name a company, these are just ideas and examples, and the fact is the name of the company can be anything, as long as it isn't already taken. It is beneficial to link the name of your company to your idea and make sure that it is appealing or appropriate for your target demographic. The name will be the first line of identity for your company, so take your time and make sure you go over multiple options and choose one that will best suit you. Once you have come up with a name, the next step will be coming up with a logo.

This can be done by speaking with a graphic designer or by drafting one on your own or with a partner. Graphic designers will charge anywhere between 300-1500\$ USD for a professional logo design service, but this is a worthwhile cost, as it will become the gateway of your company. You will want to post it on apparel and websites and advertisements or promotional material. A well designed professional logo can boost your image and give your clients the perception that you are serious about your business and well organized. A poorly designed or cheap logo can give your potential clients the idea that you cut corners and don't take the extra time or make the extra effort to be professional. You want your logo to speak about your company, to show off what you are about and to become the identity of your brand. A good logo will grab people's attention and turn it to your company. Brainstorm what you want your logo to entail and then discuss it with professionals or trusted associates.

Don't choose a logo lightly or too quickly, find something that you are happy with and make sure it is done right. Play around with colors and sizing as well as you might find certain options are more to your liking in different schemes.

#### **4.1.4 Public Image**

Your name and your logo will begin to define your image, but there are many other steps that you can take to improve your image and public perception of you company or event. Once you have developed your idea for you company, it is imperative to determine what your mission statement and company philosophy will be. Your mission statement should describe everything you want your company or event to be. If your name and logo will act as your face, the mission statement will be your heartbeat. The reason you are doing what you are doing. A good mission statement and a good follow through on your mission statement will go a long way in helping your corporate and social image. As you develop your philosophies, opportunities will arise for you to become more involved in your own image. Coming up with a conscious and pro-active mission statement and company philosophy will allow you to open doors to further your impact as you progress through building your brand. Incorporate your values, vision and purpose into your mission statement. Take the time to research the mission statements of companies you respect and admire and make sure that your statement is your own and illustrates your passion. Keep it simple, the best mission statements are to the point and concise and clearly state the purpose of the company in a brief paragraph or in less than 30 seconds when spoken.

#### **4.1.5 The Target Demographic**

As your plan or company starts to take shape, an important aspect to begin focussing on is what will be your target demographic, or who will be your clientele or pre-dominant market. For a company, such as a hockey camp, you will want to consider what age groups and skill levels you would like to focus on. Ask yourself a multitude of questions such as;

- Will the camp be gender specific?
- What social classes are in my market and how much can I realistically charge?
- What age groups and skill levels are available?
- Are there other options for my target market in the immediate region?

Questions such and these and others will help you determine if the market is correct for your concept and also help you determine who to approach about it once you begin to market yourself. These are all steps that should be examined during the creative process, and if they haven't been fully explored it is wise to backtrack a bit and make sure to cover these topics to satisfaction. Breakdown the area you wish to assert yourself in and determine which elements of you creative idea are realistic for the area and which aspects of your creative idea require further deliberation.

As you start-up the company, simple is often best. Create the base of what it is you wish to accomplish and focus on completing that and using it as the base for the future. There will always be opportunity to build on already established ideas; the goal at this point is to establish yourself to your target market. Marilyn Guille, a Canadian small business expert, warns that start-up businesses should have in mind who will buy their product and not to assume that everyone will be interested. Successful small businesses understand that only a small number of people are going to be interested in buying their product or service and success stems from being able to identify who those people are and how to reach them with your product or service. More information on marketing will be provided in Section 2.4 of this guide.

#### **4.1.6 The Business Plan**

As all of your creative concepts come together, the next step will be putting everything together and into a business plan. A business plan is document that will explain what your

company is and what the goals for the company are. Also stated will be how the goals will be reached. The basic idea of the business plan is to document how you plan to be successful in the business you are choosing. A proper business plan should provide critical information about the company but also indicate clear implementation strategies for the success of the business. The business plan can be presented and help in procuring assistance for extra funding, such as bank loans, sponsorship, investors, etc. The business plan can also include background information about the company and the people involved with the company. A well mapped out business plan should expose any conflicts or holes and can go a long way in determining the initial success of the business. We will revisit the business plan later in the guide. See appendix for blank business plan example.

#### **4.1.7 Exploring the Concepts of Marketing and Promotion**

An important step of the creation process is to discuss ideas and concepts regarding the areas of promoting and marketing the company as well as staffing and initial budget concerns. After determining your concept and market, you will want to begin exploring what it is going to take to actually set up and manage those expectations. We will explore these topics further and more in depth as the guide continues, but it is important to note at this point, as they are areas that you will want to start developing ideas for, now that you have determined your market and main concept.

It is likely that your reasons for attempting to start-up a company or an event are because you have developed a passion for it, by either having taken part in one before yourself or someone close to you has taken part in one before, or you have followed one closely for many years or have identified a fundamental need for the creation of such a concept in your area or another area you are familiar with. In any case, it is extremely effective to build off your experiences or the experiences of others you know well. Seek out others who may have had similar experience, or who have been a part of experiences that you wish to create and gather as much information about those experiences as possible. This will help you build on your own ideas and experience as well as assist in identifying possible problem areas. The other side of the coin is to build off experience in other fields as well.

You don't have to be a successful hockey player to create an event or company that can assist players in reaching their goals, you don't have to be a successful businessman or hold an



economics degree to run a successful business. But all relative experience, to the field of focus or in another field, is beneficial, whether it's yours or that of someone you can learn from. With that being said, if you have contacts in any certain area of the sport or in other areas, use them. Use whatever assets you have to help you gather the proper information and start things up the way you want them. Don't try to do it all yourself, seek outside assistance in areas that you are uncomfortable in, or in areas that you have access to people who may know more. Asking questions and gathering as much information from as many credible sources as possible will go a long way in helping you start up and in establishing yourself in the long run.

## **4.2 Budget and Logistics**

Every business should aim to create enough revenue to cover for their expenses. This is the prime and ultimate reason behind any sort of budget. This means that your income budget must at least break even with your outcome budget. It is paramount for the organization to have a secure and solid budget plan. A solid budget plan could be thought of as the backbone of your company and a financial guideline for your operations along every step of the way. This section will help you get an understanding of how to start creating a budget and the different elements that comprise the budget as well as teach you the difference between a profit and non-profit making enterprise. We will also explore some ideas on how to make cuts to your budget and how to incorporate the logistical elements of your company into your budget.

### **4.2.1 Creating a Budget**

The first step when you start the process of creating the budget is to start your planning with a forecasted budget. There might be slightly different ways in the conduct of creating your budget, depending on whether it is a budget for a big or a small company. Examine your creative process and determine what your likely costs will be. It is important to note that if you are partnering with a separate entity, for example a governing body, they might want to go over the budget and make sure it meets their approval first. In any case, it is always a recommended practice to have someone check your forecasted budget plan before starting to execute it and make it the working budget.

A good way to start a forecasted budget is to first think about all the possible outcomes you will have and then do the same with the possible incomes. Essentially, determine what

you think any and all of your costs will be and this will be your outcomes, and then do the same for any and all of your revenue sources or income. Try to build a break even budget based on your known expenses. This will help you to get an idea as to how much you need to generate in revenue for your incomes to match your outcomes. The key here is to allow some upside on the projections and not to build a deficit possibility, if your revenue channels should fall through. The outcome and especially income elements will be different for every company or business, depending on what the product is.

If you have a company that is selling a service, your budget will contain other elements than a budget of a company that makes and sells or just distributes an actual product of some kind. However, there are key elements that are usually present in all sport related budgets. Some of these elements include logistical expenses, such as staffing. Staffing, as will be discussed further in section 2.3, is an outcome that almost every company will have to deal with. Start creating your budget with as few employees as possible at first. Determine the different positions you need to fill and after you get a feeling of how many positions will be required and the different workloads and responsibilities those workers will have to take on, you can create a rough estimate for that cost/those salaries and add it to your forecasted budget outcomes. Other common logistical costs you will want to explore are costs such as travel costs, facilities, accommodations, cargo, storage space costs, transportation and meals. All of these topics will be covered as we continue to move on in the guide.

Another cost to consider, which will again be covered in further detail later on in the guide, is the idea of promotion and marketing costs. It is important to note them at this point as it can be a major outcome cost for a new company looking to get their name out into the marketplace and reach their target clientele. These costs could vary from hiring a marketing and promotions company or it may come from advertising or again fall under the responsibility of a member of your proposed staff. In any case, factor in what level of these costs you might need to explore and make sure it is a part of your forecasted budget.

If your company is planning on making and selling a product your budget will need to include the production cost of your product, which could include multiple elements, such as; the cost for the physical labour, packaging, shipping, distribution and other logistical costs of getting the product to market like paying salaries to territorial representatives or salesmen.

### **4.2.2 Creating Enough Revenue**

After covering all of the most likely and possible outcomes for your company, it is time to start to think how to create enough revenue to fill the holes to make a “break even budget”. The break even budget is the skeleton of your business. It determines how all costs will be covered. The first step is to evaluate your product and determine how much money you are able to make by selling your product. This might be an area where you will want to seek out some external help. Coming up with the right price for your product or service is imperative. You can seek out potential clients and inquire as to what they would be willing to pay or research similar ventures and determine what they are charging and go from there. From here, simply do the math. Determine how much you have to or think you will be able to sell to get as much revenue as needed to comply with your break even budget. Figure out your supply and demand and continue to adjust your budget so that it fits your vision.

There are also many possible sources of revenue or cost covering channels. These can include, but aren't limited to; sponsors, partnerships, donations, volunteers, etc. Once you have filled in all the outcome and income elements of your budget by determining all the expenses and revenues, you, your staff/advisers or governing body should check it over and approve it. Now, the approved budget plan can become the working budget for your operation.

### **4.2.3 Making Adjustments or Cuts to your Budget**

There comes a time, when you are planning and creating your budget, to think about possible ways to make cuts and adjustments as your expenses and revenues continue to change. And they will change. There will always be some unexpected costs and every now and then some extra sources of revenue will appear, but don't hold your breath too much for the latter. It is important to always plan for some upside into the expenses. But if for some reason, one or more sections in your outcome budget happen to be over what you have planned and budgeted for, it is good if you can somehow cut down the costs somewhere else. This can be done by compromising on certain things.

Maybe you had planned to have gourmet sandwiches available for lunch, but that cost now seems unrealistic, so cut back to simple cold cuts that you yourself or members of your staff can put together. Or, perhaps you had planned to hire 2 more staff members to help set

up or plan, when those tasks could be relegated to others already on staff or you could cut down the time frame you hire the staff for or hire an intern or fill the roll with a volunteer or parent. Consider trading discounts for services and products for assistance in staffing problems or selling more advertising spaces in some form or fashion to improve your sponsorship revenues or collect some extra profit. There are, as always, many different ways to make cuts and adjustments to your budget, be creative and explore your options.

#### **4.2.4 Tracking Your Budget**

Once you have the working budget and the actual business starts to float, it is imperative to know how to track your budget and make sure everything goes as planned. It is good if you can have a comparative budget that you can use to track against the approved budget. You can use the budget of a similar company or of another business with similar expenses and revenues. If you have a governing body or a partnership with the governing body, keep them updated and seek their approval as much as possible. It is also important that you keep yourself updated and follow the budget very close throughout the process, whether you have final say on it or not.

#### **4.2.5 Non-Profit vs. Profit**

One element that defines how your budget will end up looking is whether your company or organisation is a non-profit or profit making enterprise. In the most simplifying manner of thinking, the main difference between a non-profit and profit making enterprise is that a profit making is looking to make as much revenue as possible, whereas a non-profit, or not-for-profit organization as it is sometimes referred to as, just tries to break even with their costs and uses any and all profit obtained into growing the organization or donating or sharing the profit with other causes or organizations. So determining your stance on this matter is a crucial step when considering the elements of your budget.

There are other elements to consider when making this decision as well, as in many regions there are considerable tax breaks and benefits to running a non-profit organization. Also, many companies and business are more willing to partner with and sponsor non-profit organizations as the “business karma” that is often associated with doing so reflects very well to the public image of those businesses. For this reason non-profit organizations are not that

uncommon in sports. In fact most of the major international sports federations and some professional clubs are often non-profit organizations.

#### **4.2.6 Insurance**

Another element to consider for your budget is the element of insurance. There are some hockey specific companies who can help out with insurance plans, that is if you want to partner up with them. Another option is to contact your local governing body, be it regional or national or even international and find out if they have a program that might suit you. Most governing bodies deal extensively with insurance issues for their own programs and some have even gone so far as to create programs for many different independent ventures. So make a call or send an email and see what you can find out.

The other option is to contact an insurance agency on your own and determine what options are available to you in that regard. It is recommended in every case to research the options from as many sources as possible; this will optimize your chances of finding the plan that works best for you. It is possible to proceed without insurance, but this is an extremely risky practice and is strongly recommended against. Hockey is a dangerous sport and there lies many risks for injuries or worse, and if you are in charge of a company that allows people to put themselves in situations that involve risk of physical harm it is very important to insulate yourself against any issues that may come up. Insurance is the most practical manner to do so and in the grand scheme of things, paying a little bit extra before hand, could save you an exponential amount of money, time and headaches later on.

#### **4.2.7 Logistical Needs**

Now that the budgetary concerns have been addressed and you are ready to move on, it is extremely important to consider how to handle all of your logistical issues and needs. The image of your company, product or service may depend on how well you succeed with the planning and execution of this. If your product is delivered late or the service you provide is unorganized even slightly, it can give a bad picture of your organization. It is of the utmost importance to be on top of everything, especially as you start out. Now is the time where you will build a name for yourself.

First of all, there are many different areas of importance to consider as your company takes shape. You need to consider all the elements of your day to day operations and what is required to make sure they run smoothly. Don't overlook elements such as parking, transportation from sites, proper accommodations, etc.

Transportation is a huge issue. Consider your needs from site to site and plan accordingly. Timing and execution is critical if you are working on a schedule, so make sure that all situations in which transportation is required is properly measured and organized. Transportation may be required to swing your clients or participants, etc, back and forth from your main venue to their accommodations. Having available or proper accommodations, for your situation, on site is not always an option, or sometimes cheaper accommodation is available at a further distance. This is the perfect example where transportation needs need to be assessed and planned for in depth. This could range from chartering buses, so renting vans, to having a volunteer pick up and drop off service or having a ride or transportation coordinator. You may need to provide multiple styles of accommodation depending on what your situation calls for. Some prospect camps and showcases are attended by many scouts and coaches as well as family members from all over. Although you may not need or want to provide anything for these people, it is always recommended to have options available for them if they choose. This could range from putting the local hotels on notice and having a link available on your website for those interested in attending to providing university dormitory rooms to people hoping to attend. Either way, it is not something you should overlook.

Meals are also very important. If you have promised to serve food and beverages, it is important to make sure these will be delivered on time and that there is plenty of it to go around. There is nothing worse than having starving people because your plan to feed them fell through or wasn't big enough. To effectively prepare and predict the proper amount of food, determine the different groups that you will need to feed; athletes, team staff, officials, volunteers, etc, and then create your schedules and evaluate your needs. It is always better to over prepare than to be underprepared. Other things to consider with meals, is allergies and lifestyle choices. In particular for your athletes and staff, a simple survey before hand or section on the sign up documents could help you prepare for the special needs of any group or individual.

If your company is making a product you need to consider logistical requirements such as where you will acquire the necessary equipment to produce your product, and where you will store it when it is done, as well as how to manage the distribution and selling of your product. If your company is solely distributing or selling an existing product you still must consider the same issues.

Depending on the size, type and scale of your venture there may be other logistical requirements. These could include things like; security, accreditation, storage, shipping, venue set ups and tear downs, accessibility, media issues, etc. We will explore more of these issues when discussing the logistics of organizing an event in section 5.3 of this guide.

All of these logistical issues and others that are almost surely to pop up and may or may not be exclusive to your situation or region, have the opportunity to help you create revenue or at least have the option of opening doors to possible partnerships. Negotiating deals with any of the providers for your logistical needs can lead to strong partnerships and cost cutting. Most businesses are looking for solid partnerships that bring them business and/or exposure to a large group. Take advantage of this and look to build those relationships. These deals can help you offer a better price for your product or service and still make revenue after the costs you pay for your providers.

Logistics are extremely important and at times there can seem to be a never ending stream of new issues to deal with. Sometimes these issues will be exclusive to your venture or individual situation, but that is unlikely. As with all elements of running a company, don't be intimidated to seek outside guidance or advice. Talk with your regional federation or other small businesses, regardless of their relevance to your venture. The more information you can acquire on the subject, the better equipped you will be to handle the situation if or when it arises.

See the example of a budget plan for the Nova Scotia Summer Hockey League, an independent and privatized hockey league in Eastern Canada from the appendix section.

The budget chart shows all of the necessary expenditures and costs of the company for a given period and determines what the costs will be based on their number of estimated participants.

## 4.3 Staffing

Every organization is the sum of its parts and every group is as good as its weakest link. That is why for every employer it is important to find the best possible employees and surround everyone with good workers and good people. This section will help you to determine and evaluate your staffing needs for your creative analysis while staying within your budget and give you a who, what, where and how to guide on choosing your staff.

The first time you will want to explore the concept of staffing is during your creative analysis. At this point you will attempt to determine what your staffing needs will be. As the process continues you will make adjustments and maybe find alternatives to your staffing needs, depending on which direction you go in regards to your budget. This will be a continuous process almost until or maybe even right up to and during the time you execute your plan.

### 4.3.1 Evaluating Your Staffing Needs

Evaluating your staffing needs is a process. You can start this process by creating a list of all the work that needs to be done in your company or organization. After you have compiled this data, you can evaluate how much of this work you can do yourself or with a partner or limited staff group. Be realistic, determine how much you can physically and mentally handle, and understand the timeframe required to do all tasks. Once you have established the workload that you, yourself, are comfortable doing, evaluate the areas that you will require assistance. Keep in mind your own intellectual boundaries as well, don't set yourself up to do all the marketing if you have no clue how to market something. This isn't to say you can't do almost all of the work yourself. If you feel you are capable of handling the load, go ahead, but leave some room for extra staff for later or as the execution of your plan nears. For some positions you may not even need to hire staff, instead paying for a service from an external provider. This has its pros and cons, as there can be limits to what is available to you in your region or during a specific time, whereas having someone on staff to do this, they are at your disposal where and when you need them to be.

Create a rough draft of an organizational chart as part of your creative analysis. This can be a chart or a table or whatever you like as long it indicates the needed positions and tasks. Divide the different responsibilities and work for different roles and positions that need to be



done in order for your organization to operate properly. Consider what is needed in order to execute your plan effectively. When the rough draft is complete, go over each position in your chart one by one. Think about all your needs and the overall workload that will need to get done. Take similar roles and positions and combine them, and the responsibilities of lesser roles together to make fewer positions. At this point you can attempt to figure out again how many employees you will require to cover the tasks of running your business effectively. Restructure your organizational chart and redefine the job descriptions, tasks and responsibilities for each position. This should give you a better and more organized look at the labour costs for your business. This will also assist you during the interview and hiring process and with contract negotiations.

There are alternatives to hiring staff and they should be considered. There is generally a way to involve some form of volunteering for any sort of sporting event. Volunteer help is great because they are almost always enthusiastic and motivated to be a part of what you are doing and are basically free labour.

If you decide to reach out for volunteer help you should remember that when you are creating volunteer positions they should be challenging, but they should not have too much responsibility. These positions should be as desirable as possible and have some benefit for the person volunteering. You can always offer things like meals, clothing, promotional products, discounts, etc, to help entice volunteers to sign on. An important thing to keep in mind when dealing with volunteers, especially if your business is centred around providing a service or event for children, is to thoroughly follow up with reference and background checks, the same as you would in any sort of hiring process.

In some situations it is not uncommon to do a criminal record check before accepting the volunteer to work for your organization. A good way to find volunteers is to contact local people who are involved in the sport somehow or just volunteering itself, as well as students, students are always on the lookout for valuable volunteering experience in fields they are passionate about. Volunteer experience is very strong on resumes, especially if it is relevant to the field of note. Good examples of other places to find volunteers are local minor and junior clubs and teams, their parents, or any and all recreational clubs or groups that are looking to improve their community visibility.

### 4.2.2 Meeting Your Staffing Needs

After you have determined your staffing needs it becomes time to begin filling the positions in your staffing chart. The first step will be finding suitable people to hire. There are many ways to go about this, but all should include an interview process. You may want to post the position publicly or into the “open market” and wait to see what sort of candidates that yields, or you may offer the job to someone you already know or who is recommended to you. No matter who the candidates are, it is important to properly evaluate all candidates and try to find the best possible person for the job. When evaluating the candidates it is important to become familiar with their education and work experience and jot down points that you find interesting. Look for positive and possible negative things you may find and be able to learn more about your prospective employee through or want to explore further in follow up interviews. Also, be sure to check that their resumes are up to date and accurate. It is always good to do a reference check to make sure that the information in the resume is correct and you may also ask about the personality and professionalism of the candidate. Make sure you set a time frame and are honest with the candidates you choose to interview and keep them updated on the process.

Another option in hiring your staff, as mentioned before, is to hire someone you already know. This could be a relative, a friend or the friend of a friend even. There are pro's and con's in hiring someone that is close to you that are important to explore. Let's begin with the good things. When you hire someone you know, you likely know what you are getting with that personality, as well as their background and abilities in the field. People tend to work harder for enterprises they believe in and have creative input in or feel valued, respected and cared for as a person by the “boss”, this is a major positive to hiring people you know.

There are several cons' to consider when hiring people you know. The biggest issue is combining your personal and professional lives. If there is an issue or a problem that results in an argument it can affect your personal relationships outside of the business. Other issues include having to be the boss and at times give orders that may not go over well with your employee/friend. This can be perceived as you being too bossy or controlling and that might make them feel less equal to you and this could create larger problems. Another negative possibility is that it is possible for someone to try to use the fact that they know you, against you. They might start to be lazy at work or keep coming late just because you are their friend and think you won't mind. This could evolve into a situation where you might have to fire

your friend or someone else you know very well, and that is never easy in any industry and could end up ruining your entire relationship.

After you have evaluated all the candidates and created a shorter list of the best ones, it is time to start the actual hiring process. This process involves interviews and contract negotiations. The next step at this point is to invite your top candidates to an interview. Interviews can be done in person or over the phone, and it is important to conduct an interview with all candidates and give them all a fair shake, even if you favour one or two from the beginning. Make sure to attempt to accommodate your candidate's schedules when going about the interview process. If you are doing in person interviews and a candidate is unable to show up for the interviews, offer them another opportunity, or attempt a phone interview.

There is however something to be said for your candidate if he/she cannot come to the interview in person, especially if you've offered them several chances. They might not be that serious about wanting the job. As for the interview process, you should try to be professional, but not intimidating. Try to get them to open up by talking about something that interests you both. Try to learn how to find things from their resume to talk about at first. People often have hobbies or other areas of interest that will be a good starting point for conversation. It is important to have a readied list of core questions that you will pose to all applicants. These questions should not be of the yes or no type, instead they should be questions designed to help you differentiate between candidates and should have room for unique and creative answers from each applicant, this should allow you to create a better hierarchy of who is the best fit for the job. It is always good to ask about their past working experiences and what they have taken from it.

Also it is fair to ask why they chose to leave that job and what was it that attracted them to your available position. Discuss their background and family if you feel the need, but make sure to ask them what it is that they think sets them apart from other potential candidates. If you haven't already talked about the salary before the interview, you could ask what their salary expectations are. Based on the answers provided in the interview process you will know be able to find the candidate you like the best and call them again to come for contract negotiations.

### **4.3.3 Contract Negotiation**

The contract negotiations are the last step of the hiring process. By now, you should know whom it is you want to hire and it is now necessary to negotiate the cost for that person. This cost/salary should be something that pleases and is acceptable to both parties. Different elements that you need to cover at the contract negotiation are salary, different benefits, insurance and the job description/responsibilities.

At this point, it would be good if you have already agreed on the salary beforehand, or have clearly stated to the potential employee what the salary for the position will be. However, if this hasn't been done, a salary negotiation will need to take place. If you candidate comes to the negotiation expecting a whole more than you are offering, someone is going to be disappointed. Salary is the most important single element of the contract, so it will make the negotiations run a lot smoother if both of you know what the expectations of each party is. From there it is simply a matter of both parties agreeing on a number and that the contract is right for everyone involved. Another area for negotiation or discussion is benefits. These might be car benefits, health care benefits, salary bonuses or some other benefit. If your company has good benefits to offer, it usually makes the job more attractive and you even sometimes are able to negotiate and reduce your employee's salary costs.

### **4.3.4 Insurance**

Insurance is another area that you should explore. It is important to have your employees insured for the time they are working. It is extremely important for the reason that if something happens and you don't have insurance, you could, as the boss, be on the hook for those costs, and that could prove to be very expensive. Insurance can often be purchased through local banks and some governing bodies even offer insurance packages for programs as well. Research your options and choose the one that works best for you. Other areas to discuss when determining the terms of the contract are the term of the contract, holidays and any other details you may want to include.

### **4.3.5 Work Environment**

You can also talk about things like accident reports, dress code and other requirements, work place safety and occupational well-being. It is good to show your future employee how

to do these things so that he/she feels comfortable when the time comes to start work. One good way to do this is to build a starting package for every new employee, where you cover, in writing, all of the things mentioned above. This allows your employee to know what to expect and how to deal with potential situations. This will also allow your employee to get an understanding for your vision of the culture of the workplace and gives them a professional picture about you and your business. Keep your staff apprised of your vision for the way you want your company to be perceived and hold them to the standard. This will help you build integrity and a reputation which will go a long way in the future.

## **4.4 Marketing**

For any event, company, business or organisation it is important to be known, seen, supported and available for customers. This section is an overview of the practices and different actions that may be helpful or are required to get the word out about your company. You will also get some information on how to determine and reach your target market as well as how to approach possible sponsors and partners. We will explain you why it is important to promote your company and give you some hints and examples on how to get the best out of that.

### **4.4.1 The Marketing Strategy**

The first step is to always have an understanding of how to market your product, understand your target demographic and organize your marketing needs and decisions. There are many ways to organize your marketing strategy and also many alternatives to consider. Let us first offer up a short and simple definition of what marketing is exactly; *"Marketing is managing a profitable customer relationships. The twofold goal of marketing is to attract new customers by promising superior value and to keep and grow current customers by delivering satisfaction"* (Armstrong and Kohler, pg 5.). Marketing is a process that you should consider early into your creative process and determine how big of an impact it will need to be in the formation of your company.

If you are intimidated or feel your knowledge isn't up to the required standards then add marketing experience to your list of ideal staff or hire someone to specialize in that field for you. If you choose to go at it on your own there are several steps you can take to make sure you are best obtaining your marketing needs. The first step is to research your market and

determine what has worked before and why, as well as, what has already been done but hasn't gotten the reception that was originally intended. These facts will help you identify the path you should take in your own marketing concept. This information is also extremely useful later on. Learning from mistakes made by similar ventures in the past will allow you to make possible changes or improvements that allow the idea to take flight. Research will also give you some existing models and examples that have worked in your market or markets that are similar.

The next step you can take is to design a customer-driven marketing strategy. The best way to go about doing this is to answer two important questions (Armstrong and Kohler, pg9);

- 1) What customers will we serve (What is our target market)?
- 2) How can we best serve these customers (What is our value proposition)?

Define your target group. If it is, for example, kids of a certain age group that you want aim your programs for, you need to consider the logistics of that target market. The programs may target children but the product is actually targeting their parents, as it is the parents who will in essence be paying for the service. You will want to find ways to target both the parents and their children to make your product desirable for both groups.

When marketing to both groups you will want your ads to be of a certain nature, so that the kids will get the message and be attracted to your product, but also so that the parents understand the value of your product and the opportunity it presents for their children, or in certain cases, even them. There is no exact model or sure-fire way to reach your target market, but there are strategies for each target market that better help your success rates. Be original, think outside of the box, find new ways to reach your target market, because the true complexity of marketing is that every product and every service has their own unique market so strategies that work for one market don't necessarily translate to another, no matter how similar they are. Again, using the example of children, one way to research your market would be to go out and talk to parents and coaches and kids and determine what they are looking for and then tailor your programs to their needs.

After you have determined your target market, you may now begin to think about what the value of the product. What are you offering to your targeted customers? Consider the following elements;

- How to get your target market excited to buy your product
- What kind of marketing will attract your target group
- What are the benefits of supporting you
- What are you promising and how do you plan on delivering on those promises

Armstrong and Kohler call this "choosing your value proposition". The company must decide how it will serve targeted customers – how it will differentiate and position itself in the marketplace. A company's value proposition is the set of benefits or values it promises to deliver to consumers to satisfy their needs (Armstrong and Kohler, pg.9).

Based on your research, evaluate your product compared to others that are either competing against you or in the same market. Based on your evaluation and the type of your target market, analyse and define your benefits and values. You can start to think about a good price for your product. Know your market – what is too high? What is too low? Find the right balance to keep your revenue where you need it to be. The best way to do this is to determine what you offer that isn't offered anywhere else, or what makes you special. Consider this example from the Okanagan Hockey School website ([www.hockeyschool.com](http://www.hockeyschool.com)) when describing their company:

*"Okanagan Hockey School has been providing hockey instruction to athletes since 1963. The hockey school is owned and operated by several people who have spent the majority of their lives involved in the game. Combined, the ownership group has played over 50 years of NHL hockey and have coached all the way from minor hockey to the professional levels. Alan Kerr, Dixon Ward, Jeff Finley, Randy Jaycock, and Andy Oakes take pride in inviting you to attend one of our Okanagan Hockey School programs.*

*Through 47 years of operation, the Okanagan Hockey School has become an International leader in hockey instruction. Players from a total of 27 countries have attended Okanagan Hockey School. As well as attracting players from around the world, Okanagan Hockey School has taken its expertise abroad to numerous countries such as the United States, England, Scotland, Germany, Switzerland, Sweden, China, United Arab Emirates, Austria and others.*

*The Okanagan Hockey School also operates the Okanagan Hockey Academy, which is a year round program based out of Penticton. For further information on the Hockey Academy, please visit [www.hockeyacademy.ca](http://www.hockeyacademy.ca) or visit the Okanagan Hockey Academy blog by [clicking here](#).*

*In Canada, the Okanagan Hockey School currently operates four locations, Penticton and Kelowna British Columbia, as well as two NHL partnerships with the Calgary Flames and Edmonton Oilers in Alberta.*

*The Okanagan Hockey School has programs designed for all levels of players from ages 5-19 years old. From ages 5-16 there are regular and elite programs offered for players and goaltenders. Okanagan Hockey School is one of the largest goaltender schools in the world. In the 15-20 year old age group, Okanagan Hockey School offers a high level junior prep program that encompasses everything needed for young aspiring junior hockey players to progress to higher levels.*

*The Okanagan Hockey School's International Development Tournament is a unique program that attracts players from around the world. The tournament runs exclusively in Penticton, British Columbia throughout July and August. Each tournament is categorized by what age group a player will participate in the following season. An example would be a second year bantam this year would be in the midget tournament. This allows players the best opportunity to prepare for the upcoming season. The program allows players to develop individual skills through practices, hockey specific off-ice workouts at the Okanagan Hockey School's own performance center, DVD lectures, the skill center and games. This program can be registered by team or by individual."*

This write-up goes directly after their target market, and that is parents and players who want a renowned and trusted source of professional instruction that is already established. Their slogan is "Professional Instruction since 1963" and is visible underneath their logo on all of the pamphlets that they distribute around western Canadian arenas. This is their promise, this is what separates them from the pack and what they lean on to draw their customers to and back to their products.

#### **4.4.2 Promoting, Advertising and Marketing**

Promoting, advertising and marketing your product/company is vital. The reason for this is that is the best way to get attention and to get the word out to your target group and other possible customers that you even exist. Don't expect the work to be done for you. People aren't just sitting at home waiting for you to do something, they need to be informed that you are proposing this venture and what it entails and why they should invest or gain further information about your project. This is done to gain recognition and to make a name for yourself, a name that is worth sharing with others. Promoting your product to just one person could end up meaning that they go tell a friend, who tells another one, and so on. Reach out and let your target demographic know that you are here and you want them to come join you.

After you fully understand why to promote, the next step is how to promote. Sit back and examine all of the available methods or promotion in your area. This could be newspaper ads, television commercials, radio spots, internet banners and web pages, promotions at events



or other public places, posters and signage, billboards, social networking sites such as Facebook, etc. There are many different ways to market and promote your product, all vary on your target demographic and your area and what resources are available to you and your target demographic. Research your target group and determine which forms of promotion would reach them most effectively. Consider timing and ease of obtaining further information. In other words, if you are attempting to reach children and their parents, late night radio advertisements might not reach that particular group, but a spot before or during a hockey game might, or during a children's program on Saturday morning.

Armstrong and Kohler (pg.370) recommend making four important decisions when developing your advertising program:

- 1) Setting advertising objectives
- 2) Setting the advertising budget
- 3) Developing an advertising strategy
- 4) Evaluating advertisement campaigns

When setting the advertising objectives, as Armstrong & Kohler calls it, you need to consider your communication objectives and sales objectives, the who, what, where and how many or what your goals for advertising are. In the budget decision you need to think of affordable approach, percent of sales, competitive parity and your objective and task, or determine how much you are willing to spend to reach the people you want to reach. The next phase in setting your advertising objectives is to develop an advertising strategy and the best way to do this portion is to divide in two parts; Message decisions and Media decisions. For message decisions, you need to decide your message strategy and message execution, what information is being passed on and how. The media decisions you need to evaluate are reach, frequency, impact, major media types, specific media vehicles, and media timing, basically what elements of advertising best suit your needs and target market. The last thing is advertising evaluation, this means that you will evaluate the communication impact, sales and profit impact, and return on advertising.

There are also some good ways to promote your company/event for free. One is to try to contact local or national newspapers, depending maybe how big your event is, and explain them that you will be organising an event or that you have just started a business that might be interesting to their customers, the readers. This could also be done with a local TV station or some other media. If the media you contacted is interested to publish a story about your

business this could be a great channel to create awareness and get the word out about your business. Especially if you are organising an event or you are starting a business that is important to the people in your community, it is always good to sell the community and legacy and try to tie the local media to support your event or business. Another good promotion is the word of mouth. If you have some people in your event organisation or in the board of your company that has connections prep them to talk about your event or business as much as possible.

The image of your company is very important when it comes to marketing and promoting your product. Image is basically how you want people to see your company and what do they think of it. Sometimes some companies want to have a rough image, or soft image or dangerous image associated with their company. Again, you should think about your target group, what would you want your image to be in order to be attractive to that group. For example, if your company is selling clothing for snowboarders you might want to be seen as an underground company, with kind of a rough image. But if instead, your company is associated with youth sport, you might want to create a clean and trustful image.

#### **4.4.3 Sponsorship and Partnerships**

Other areas for you to explore in regards to marketing your company is the area of sponsorships and everything that goes with sponsorship and partnering up with other groups. Sponsorship and partnership relationships are imperative for most companies, sometimes they can be the life saver of your business.

In sport world sponsoring has a long history and a huge portion of lots of sport businesses income comes from their sponsors and partners. So how would you best identify and approach possible sponsors and partners? You may start once again by doing a little research. Look at companies/events that are or have been similar to yours and find out what kind of sponsors they have had and from what kind of businesses and industries have been willing to support your type of businesses in the past. There are often a lot of local businesses that might be interested or willing to sponsor a company that is growing in their backyard.

When you have identified possible sponsors that you think could be interested in what you represent and have to offer, the next action will be approaching these sponsor candidates. A great way to make a contact is to send a letter to the possible sponsor, and after that to call

them and ask if they have received your offer and talk about what they think of it and if they have any further questions. In the letter you should who you are and what the company is about. Then explain what you are looking to do and what you are offering and why do you think this is a great sponsoring opportunity for the company who receives the offer. Sometimes sponsors may even approach you if they know about your upcoming big event or they have established that your company is something that they want to represent. If there is a demand for sponsorship or partnership from companies, it may be sometimes even good to have a few competing companies to bid for the highest offer. Especially when you are looking for partners to be a provider for a certain service for your company it is good to have a bid for it or send requests for proposal for different companies to offer their best prices and services for you.

When you send offers to possible sponsors you should offer different levels of sponsorship possibilities. Create different levels and different categories that may offer different values and benefits and thus are worth different sponsor sums. This is really important so that you can find a way for all levels of sponsorship money to be involved and to support your company. A good example could be, that if you have a soccer club that is looking for sponsors and it has a new stadium, they can offer different levels of sponsoring opportunities to possible sponsors by having a main sponsor category, and by being the main sponsor the company would get the new stadium to be named after their company, but the club cannot offer that same opportunity in any of their lower categories again.

In other categories a sponsor will probably not get as much visibility and other benefits so therefore these categories should be valued less valuable and thus are not worth as much money. This is why it is paramount to have several categories to make sure you have different kinds of sponsoring opportunities to offer to all kinds of possible sponsors, small and big businesses.

There will arise a time and situations where perhaps your company is established or there is an opportunity to get your name out there in something even while you're not quite established. Don't overlook these possibilities or brush them off right away. Adding your name to another event or sponsoring youth teams, etc, could go a long way in developing recognition for your brand, product, company or event. If you can, plan to perhaps add a section of your budget for your company or event as extra money to sponsor someone else's program. This can work just as well as advertising, and sometimes better. Think about a

hockey school sponsoring a club team, those players will be constantly around your name or logo. When the summer comes and they are trying to decide on a hockey camp or school and your name and logo comes up again, they are likely to recognize the brand and show you some support, or it will likely be the first camp or school they think of.

Once you have approached your desired partners or sponsors, you will then proceed to an agreement period, or a contract will have to be written. When discussing contracts made with sponsors it is imperative to be aware your contractual obligations and the legal implications involved with not meeting demands. This is something that should be heavily considered before entering into an agreement with any sponsor or partner. This section is not intended to act as legal advice, as the authors of the text have no formal legal training, but rather to assist you in understanding the basics of entering into contractual agreements with outside sources. Do not sign a contract if you have any questions or concerns regarding any portion of the contract, seek outside legal assistance if this is the case. Contracts can be written or oral and it is important to understand that an oral contract can be valid and legally binding, depending on the surrounding circumstances, so watch what you say when meeting with sponsors and trying to hash out an agreement.

It is a good idea to insist on all contracts being in writing, even those to which you agree orally. This will protect you from misunderstandings and gives you something to fall back on if the relationship deteriorates or if legal action is taken against you for breach of contract. It can also work in your favour if the agreeing party does not meet the expectations, and will serve to assist you in the legal process against them. It can also help protect you against sponsors backing out of promises without proof that they were actually made. If this happens, consult an attorney. This is not intended to turn you away or strike fear into your heart about dealing with sponsors and partners, it is simply tips on how to insulate yourself if anything should go wrong.

Dealing with sponsors is generally a favourable and positive experience that will work out in everyone's best interest. Don't be shy about asking for written contracts as not all sponsors are in the habit of drawing them up for every sponsorship request. If you feel you can trust the sponsor or if you already have a good relationship with the sponsor, you can use your judgement about whether or not a written contract is absolutely necessary. Written contracts longer than a single page need to be numbered properly, so make sure that the page numbers look like this: 1 of 3, 2 of 3, and 3 of 3.

It is never a bad idea to have someone with legal training go over the contract to be sure that it is what you intend it to be. And always go over the contract before signing it, changes and alterations can always be made before the parties have signed. Make sure that the person directly responsible for sponsorship or partnerships signs the contract. When dealing with written contracts, always make sure to have your own signed copy of the contract stored in a safe place that is accessible to you or members of your staff if something were to go wrong and you need to provide it.

After contacts have been signed, it is important to honour your side of the deal. Make every effort to go above and beyond your sponsor's expectations, as this will assist you in developing a positive relationship and in obtaining further sponsorship or a higher scale of sponsorship in the future. Failure to respect your agreements or the integrity of the sponsor could result in a far reaching backlash to your future sponsorship needs. Word travels fast, and it is likely that other corporations will learn about the poor experience and turn the other way if you come calling. So remember to treat sponsors with the utmost respect and always try to augment their image when associated with your company. A positive experience for a sponsor will also likely intensify your positive reputation and earn you more sponsors.

## **4.5 Moving forward**

Now that your company has taken flight, it is time to consider the future. For a company this is just the beginning. This section will explore what steps to take and what processes to examine after the fact to help you move forward with your company. It will also explore the concept of acting as a resource for other start-ups and events, as now you have experience and others may attempt to emulate your process and success.

### **4.5.1 Evaluating your own Performance**

You will have now had your first taste of what the business can offer and what its shortcomings can be. The first step you will want to take in either case will be to evaluate your own performance, product and/or curriculum. Go over everything from the beginning and determine what worked and what didn't and decide what elements you would focus on for the future. Breakdown each segment of the company and do a proper evaluation for each one. Don't rush this process; seek outside sources and evaluation as well, as it may help you determine which elements require the most thought or attention. Try to find pros and cons

for each item as they will help you to determine what to cut or what actions can be taken to improve the company, product or event in the future.

#### **4.5.2 Making Improvements/Adjustments**

When we talk about making adjustments and improvements for the future, sometimes it is easier to stay on course and continue to build on the idea instead of attempting to push things forward. The last thing you want to do is take a step backwards because you aren't ready for the next step forward. When determining whether or not you are ready to build on ideas it is important that you already have an established portion of your product. Depending on your success as a company, you may be ready for the next level, but be sure, especially in terms of a company, growth is good but don't reach for it, be sure that you are ready for it and that there is a market for your growth.

It is not uncommon for most start-up businesses and companies to still be in the red after a year or so of operations, so don't panic. But there may be a need to re-evaluate your goals and budgets so that your time in the minus column is minimized. If your company is not making money, you may be in danger of not having a company for much longer, so a plan may need to be initialized to downscale or readjust the company's resources and direction so that you can solidify the ground you are standing on, before you move forward. Explore your options; don't be afraid to look at all the possibilities.

Look for feedback from your sponsors and determine what other sources of revenue could be explored. On the other side of the coin, if your company is making a profit, then you are obviously doing something right and you have properly evaluated your market. Don't jump the gun and try to force growth for your company and don't get over-confident as the result is largely due to your work ethic, preparation and research of your market. When determining your growth potential, re-evaluate all situations again and then decide if that profit should be used to fund new projects or directions.

As you go through your evaluation of your company's performance, document all your issues and create a debrief report. This is a good way to determine what your major issues are and could be as you move forward. It is also an effective way to evaluate your staff and operations as well as your overall budget.

As touched on above, now is a good time to go back and review your budget and make any necessary adjustments. Go over each section of the budget and determine what areas require the most improvement and which areas may have peaked in terms of productivity. If your company has suffered a loss you may need to determine which portions of the budget can be reduced or cut out altogether. If you have brought in a profit, you may want to determine what sections you can add funds to or which portions of your company you are interested in growing in the next stage.

Another aspect that you will need to address moving forward is your staff. Determine what was needed and how well your numbers worked. If you determine you need more or less to run at the level you wish; you may determine certain members were better suited for different roles. Evaluate your staff and determine who has done what and what that means for the company. You may find yourself in need of more staff moving forward, and you will need to activate the recruitment or hiring process once again. You may find yourself having too much staff and spending too much money on staff that doesn't do enough to help the company succeed. If this is the case you will have to consider cutting some jobs or cutting the hours or pay to help fit your budget better. Either way, sit down and evaluate the performance of the staff and determine what you will need to improve and move forward.

#### **4.5.3 Starting Over Again**

After you have effectively gone over your entire plan, it may be time to start the process all over again. At this point, you have an idea of what you're up against and depending on your results so far you are likely ready for a change in one direction or another. If not, that's fine also, take your time to build your company, your image or your reputation, and do not try to take too much on at once. But if you are ready to add or subtract, a return to the creative process is in order. Brainstorm as many different possibilities as possible, illustrate your problems and work on uncovering multiple solutions or ideas. If you aren't satisfied with the way something has worked, you can scrap it and go a different direction, or you can try to determine where the holes were and what can be done to bring it back to where you initially envisioned it.

Now that you have accomplished or at least gained experience in what you set out to do, it is likely that you will become a resource for others attempting the same. This is a great way for you to build your reputation and relations with people in your same field. Understand the

principles of competitive business but also don't shy away from opportunities to grow the sport and help people like yourself. Being a positive resource will be looked upon favourably by everyone and will improve your credibility and integrity and assist you in obtaining further events and/or clients, partners and sponsors. Make your reviews and reports available to others to assist them in the process. There is opportunity to partner yourself with businesses and event planners around the globe which can only help to grow your reputation in your new field.



## **5. Discussion**

### **5.1 Project Summary**

The purpose of this guide was to illustrate and outline a manner for even the most novice of entrepreneurs and event planners to start and successfully execute ice hockey events. We have covered all the topics that we, the authors, feel are crucial to the start-up and success for an event. We believe that anyone should be able to read this guide and understand what it takes to take on such tasks and hope that it has been clear and concise enough to assist you down the path to success in your venture.

### **5.2 Conclusion**

Organizing your own event is a lot of work, but with the right idea followed up with the right plan these can have lasting and long impacts on not only the community but the sport as a whole. For the game to continue to develop it takes bold innovators and leaders to take on projects and promote the sport. This is a tried and true process with many success stories. The passion of an individual who can translate it to something beneficial for themselves often translates to others and creates a long line of growth and a continuous cycle of passionate and engaged individuals or groups, when attempting to develop the sport of hockey, whether you are in an already established area such as Canada or Finland, or in a developing hockey nation such as the United Kingdom or France, or in a nation where hockey is barely on the map, like Greece. There is a market if you make it and follow a proper plan to implement it.

### **5.3 Acknowledgments**

The authors would like to thank all of our sources and those who have given us the opportunity to gain experience in the subject matter of this guide. It is not often that such a workload can be so fun, and we would like to acknowledge that fact. Special thanks to the International Ice Hockey Federation, VANOC, Hockey Canada and the Finnish Ice Hockey Association for their training and support in various World Championship and Olympic events as well as making their resources available to us for this project and our own personal improvement. We would be remised not to acknowledge our instructors and mentors from the Vierumaki Sports Institute and thank them for their support in guidance as well as their

assistance in obtaining resources. We would also like to thank you, the reader for being passionate enough about our sport and taking the initiative to make a difference and grow the game in whatever capacity and region that you find yourself in, we sincerely hope that you have found our collection of information useful and wish you the best in your endeavours.

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# Appendices

## Appendix 1

### Example Job Description

**Position:** Team Services Volunteer

**Reporting to:** Manager, Team Services

The Team Services Volunteer will:

- As a member of the Team Services, will provide outstanding service to teams as the competing and/or practice venues.

**Specific Responsibilities:**

- Liaison with Team Hosts
- Assist team equipment managers and trainers with any requests
- Assist teams on move-in and move-out days
- Clean team dressing rooms
- Coordinate laundry services
- Coordinate towel services
- Assist in daily dressing room set-up
- Deliver supplies to dressing rooms (food, beverages, towels, tape, etc.)
- Assist teams with storage needs
- Assist with equipment repair
- Assist with skate sharpening
- Assist with setting up bench for practices & games
- Be ready to assist teams during games

**Shifts:**

Morning shift:

Afternoon shift:

Evening shift:

**Knowledge, Experience and Abilities Required:**

Basic:

- Knowledge of the high performance hockey environment
- Knowledge of hockey team services
- Ability to communicate effectively verbally
- Ability to act in a diplomatic manner with competing team personnel
- Ability to work effectively under pressure
- Ability to carry out the physical demands of Team Services including heavy lifting and long periods of standing.

Preferred:

- Experience as an equipment manager in a high performance hockey environment
- Ability to use skate sharpening machine
- Ability to use equipment repair machines (i.e., rivet machine, sewing machine, hand tools)
- Knowledge of competing team language (i.e., Russian, Finnish, etc.)

**NOTE:**

**This position involves working in the team dressing room environment. Because of this, volunteers in this position must be same gender as competing athletes.**

## Appendix 2

### Example Budgets

NSSHL BUDGET TEMPLATE							
<b>Players to Date:</b>		120		<b>Cost per Player:</b>	\$249.77	<b>Cost per Team</b>	\$3,746.50
	Amount	Cost	Cost per	Cost per Team	Player	Remaining	Paid
Ice Time	106	\$18,550.00	\$175.00	\$2,318.75	\$154.58		
Pucks	50	\$100.00	\$2.00	\$12.50	\$0.83		
Awards	10	\$300.00	\$30.00	\$37.50	\$2.50		
Admin Cost		\$1,000.00		\$125.00	\$8.33		
Management	5	\$1,250.00	\$250.00	\$156.25	\$10.42		
Donate		\$1,000.00		\$125.00	\$8.33		
League Fund		\$1,000.00		\$125.00	\$8.33		
Refs	106	\$5,512.00	\$52.00	\$689.00	\$45.93		
Website		\$200.00		\$25.00	\$1.67		
Time Keeper	106	\$1,060.00	\$10.00	\$132.50	\$8.83		
Totals		\$29,972.00		\$3,746.50	\$249.77	\$29,972.00	\$0.00
With Uniforms							
Jerseys	16	\$640.00	40				
Cresting	16	\$160.00	10				
Socks	16	\$208.00	13				
Totals		\$1,008.00					
Total			\$0.00	\$4,754.50	\$316.97		

## Appendix 3

### Example Task List

#### OPERATIONS PLANNING

VENUE OPS			STATUS
Game Management	Action	Details	
Practice schedule	Book ice as required at OTT U Book ice as required at Sensplex Book ice as required with City of Ottawa Finalize and distribute practice schedule Dec 24th practice schedule		in progress
Staffing plan	Finalize CC guest services (67s, Cap security) Confirm security at SBP Create a plan for WJC staff Create a clear org chart for each venue		n progress done in progress in progress
Pucks	Confirm delivery of game pucks Purchase 600 practice pucks Freezer for game pucks Get buckets for pucks	will arrive w/ IIHF shipment 2-3 weeks prior to event	
Game Protocol	Confirm who ensures game protocol (& countdown is followed) What is the WJC staff's role?	Frank & Richard?	done
Game Presentation			
Game scripts	Obtain game scripts Review & edit scripts (i.e., add HCE info) Bilingual announcers for both venues PA announcements Sponsor content		
On-ice activities	Finalize matrix & requirements Identify process for getting people onto the ice for ceremonies and/or on-ice activities Secure require space at ice level (i.e., MacDonald's) Who chaperones people in back of house?	Scott	done
Ceremonies	Opening ceremonies POG Closing ceremonies (medals)	Val Val Val	
Venue Management			
Capital projects	SBP: GER room SBP: 6th team room SBP: KAZ room stalls		in-progress in-progress in-progress

	CC: press box upgrades CC: media overflow ramp	
Building conversion	TGI: signage In-ice logos rinkboards Flags & banners	
CC: Building Fit-out	CC: pipe & drape CC: rubber mats for exercise room CC: mixed zone (dividers, mats,) CC: team areas (tables, etc) CC: press conference items (mic, risers, etc.) CC: trailer for on-ice officials	Mark H. asap
SBP: building fit-out	SBP: mixed zone (mats, dividers) SBP: team areas SBP: press conference items	
Storage	SBP: 2 trailers in loading dock SBP: get locks for 2 trailers  CC: 1 trailer...determine location? CC: trailer, get lock HOC offices: lockable cabinets??	will be delivered by AMJ on Dec 23  will be delivered by AMJ on Dec 23
Ice quality	Process to maintain ice quality Decision making process for moving teams to practice venues	
<b>Medical Services</b>		
Doping control	Room fit-out Purchase 2 lockable fridges purchase 2 fridges (non-lock) Secure water/pop/sport drink in individually sealed bottles CCES contract Volunteer identification & scheduling Accreditation for CCES Shipping for samples	
Medical Room & Staff	Volunteer identification & scheduling Training session Accreditation for staff & volunteers process for physicians and/or dentist to go from stands to ice and/or medical room Lockable cabinets for narcotics & supplies	



<b>Team Services</b>			
Laundry & towels	Confirm HLS linen for towels Arrange for delivery & pick-up of towels CC: training on laundry machines SBP: training on laundry machines Purchase laundry bins (on wheels) Detergent, etc. (P&G?)	Sheldon overseeing this Sheldon overseeing this	<b>in-progress</b> <b>in-progress</b>
Equipment	Blademaster set-up on Dec 23 Shopping list for tools & equipment Local pro shop liaison Secure uniform service company		
Team Service area	Set-up shelves Create an inventory system for all supplies Liaison with teams Team storage arrangements		
<b>Officials</b>			
Staff	Schedule for all 31 games Uniforms (event patch) Parking Meals How do we set-up payment?		
Stats	Training on system IIHF liaison		
Video Replay	CC: proper set-up SBP: proper set-up		

## Appendix 4

### Example Daily Schedules

#### Saturday, December 27

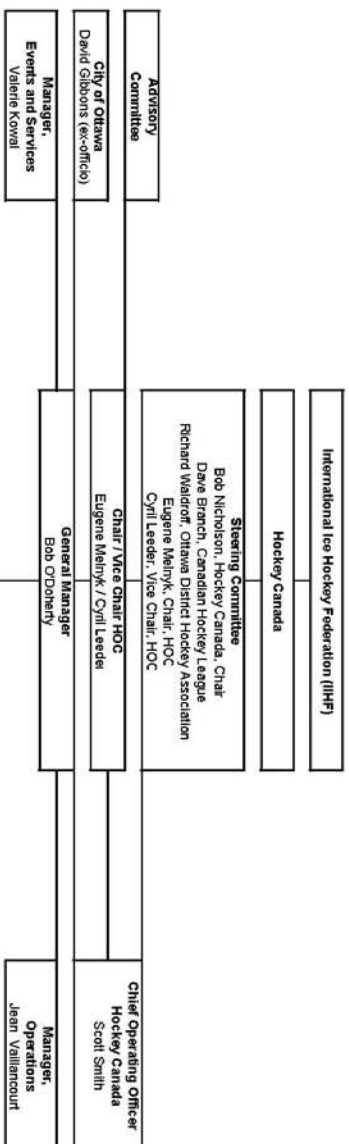
Start Time	End Time	Activity	Team / Division	Task	Venue	Notes
8:00	9:00	Meeting	HOC		Westin	Les Saisons
8:00	8:45	Practice	Referees		CC	
9:00	9:30	Practice	Referees		SBP	
9:00	9:30	Practice	LAT		CC	
9:45	10:15	Practice	SVK		CC	
10:00	10:30	Practice	GER		SBP	
10:30	11:30	Practice	FIN		CC	
10:45	11:15	Practice	KAZ		SBP	
11:30	12:30	Practice	USA		SBP	
11:45	12:45	Practice	SWE		CC	
12:00	20:00	HCE	Special Events		Aberdeen Pavilion	
12:45	13:45	Practice	CAN		SBP	Open to Public
13:00	14:00	Practice	RUS		CC	
14:00	15:00	Practice	CZE		SBP	
16:30		Arrival	IIHF Guest		Ottawa	Flight -
17:50	18:10	Warm-up	G1		CC	
18:30	21:00	SVK-LAT	G1		CC	
18:50	19:10	Warm-up	G2		SBP	
19:30	22:00	KAZ-GER	G2		SBP	
TBA		HCE	Ottawa Toursim media function			

## Sunday, December 28

Start Time	End Time	Activity	Team / Division	Task	Venue	Notes
8:00	9:00	Meeting	HOC		Westin	Les Saisons
8:00	8:45	Practice	Referess		SBP	
8:00	8:45	Practice	Referess		CC	
9:00	9:30	Practice	CAN		SBP	
9:00	9:30	Practice	FIN		CC	
9:00	10:00	Meeting	IIHF Directorate #2		Westin	Les Saisons
9:45	10:15	Practice	RUS		CC	
9:45	10:15	Practice	KAZ		SBP	
10:30	11:00	Practice	CZE		SBP	
10:30	11:00	Practice	SVK		CC	
11:15	11:45	Practice	USA		SBP	
11:15	11:45	Practice	SWE		CC	
12:00	13:00	Practice	GER		SBP	
12:00	13:00	Practice	LAT		CC	
12:00	23:00	HCE	Special Events		Aberdeen Pavilion	
13:50	14:10	Warm-up	G1		CC	
14:30	17:00	RUS-FIN	G1		CC	
14:50	15:10	Warm-up	G2		SBP	
15:30	18:00	CAN-KAZ	G2		SBP	
17:50	18:10	Warm-up	G3		CC	
18:30	21:00	SWE-SVK	G3		CC	
18:50	19:10	Warm-up	G4		SBP	
19:30	22:00	USA-CZE	G4		SBP	



### Host Organizing Committee (HOC) Structure



Administration & Finance	Communications	Hospitality & Protocol	Logistics	Marketing & Sales	Special Events	Venue Operations	Volunteers
Co-Director: Geoff Puhov Co-Director: Derek Winch	Co-Director: Sylvia Bigras Co-Director: Phil Legault	Co-Director: Don Brown Co-Director: Frank Libera	Co-Director: Greg Graham Co-Director: Peter Hudson ADirector: Joe Rathwell	Co-Director: Mark Bonneau Co-Director: Jeff Kyle ADirector: Gina Hilcoatl ADirector: Patrick Whalen	Co-Director: Guy Lefamme Co-Director: Heather Moore	Co-Director: Tom Corroy Co-Director: Mark Hemigar ADirector: Barry O'Connor	Co-Director: Jim Kyle Co-Director: Barb Timm
Staff: Bob O'Donohy, GM  Accounting Services Government Relations Host Organizing Committee Host Services Legal Services Insurance Office Operations Staffing Plans Steering Committee	Staff: Bob O'Donohy, GM  Bilingual Services Media Services Photography Publications Statistics/Results Website	Staff: Valerie Kowal, Mgr.  Awards and Ceremonies Team Canada Family Program Team Hosts Program VIP Program Support Services	Staff: Jean Vaillancourt, Mgr.  Accommodations Accreditation and Security Food Services Information Technology Transportation Warehousing and Storage	Staff: Bob O'Donohy, GM  Advertising and Promotion Branding/Critical Trademarks Fundraising Program Merchandising Program Public Relations Plan Sponsorship Program Ticketing Program	Staff: Valerie Kowal, Mgr.  Community Events FAFEST Hockey Canada House Team Canada Events	Staff: Jean Vaillancourt, Mgr.  Game Management Game Presentation Medical Services Officials Services Practice Facilities Team Services Venue Management	Staff: Valerie Kowal, Mgr.  Recruitment Registration/Screening Training Scheduling Uniforms/Clothing Operations Recognition



## Appendix 5 Example Organizational Chart