

**Dynamic implementation in
Organizing an ice hockey tournament**

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<p>The title of your thesis Dynamic implementation in Organizing an ice hockey tournament</p>	<p>Number of pages and appendices 36</p>
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<p>The aim of this thesis is to follow, describe and evaluate the phases of organizing internationally recognized ice hockey tournament. The authors were following the organization progress of Men's Under-18 Challenge Cup Of Asia ice hockey tournament. Our goal is to give feedback and comments for host of the tournament, United Arab Emirates Ice Hockey Association (UAEIHA) from the roles and responsibilities association was responsible of.</p> <p>Secondly, this project is source for reader to see how organizing committee of hosting association and International Ice Hockey Federation (IIHF) divide the roles and responsibilities to create successful event. Tournament was organized by the guidelines from IIHF Organization Committee Information Package.</p> <p>Organizing a sport tournament is always a stressful experience. Several elements need to be taken concern, and work is needed to be done before, during, and after the tournament. Our mission was to work behind the scenes on the U-18 Challenge Cup Of Asia all the way from starting steps on getting chosen to be the tournament host to post-tournament evaluation.</p> <p>Event management, planning and marketing are parts of theoretical part in this thesis, as their meanings are explained by using various sources.</p> <p>Both authors have a long background on working in various ice hockey tournaments, and sports camps. Going through everything that involves hosting a tournament, will benefit all the upcoming events hosted by UAEIHA, as we go through by details the positive aspects and also what is need to be taken care of better in the future tournaments.</p> <p>The authors have been part of the organizing committee for such events as The IIHF World Championships 2009 & 2011, and The Asian National Development Camp 2011.</p> <p>This evaluation project was started December 2011 and it was finished late April 2012.</p>	
<p>Key words Ice hockey, Thesis, Event, Organize, Tournament</p>	

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1 Introduction

The idea of making dynamic implementations in organizing an ice hockey tournament came when both authors were working for Abu Dhabi Ice Sports Club (ADISC) and United Arab Emirates Ice Hockey Association (UAEIHA) was selected to host a tournament called U-18 Challenge Cup of Asia. Authors thought that with their experience and knowledge they can help UAEIHA to develop their organization with providing feedback from the work for the U-18 Challenge Cup of Asia.

Both authors have history of being part of tournaments and events organized by United Arab Emirates Ice Hockey Association, as a player, coach or part of the organizing committee. Authors also have experience of taking part and working in several tournaments and events hosted by International Ice Hockey Federation in various locations. Authors have good knowledge and personal relationship with many of the people working with this event in Abu Dhabi.

This thesis is not a guide how to arrange a tournament; it rather gives reader a good idea on how IIHF is working together with the hosting association Organizing Committee. IIHF Organizing Committee Information Package gives clear roles and responsibilities for hosting association and IIHF to execute.

Authors collected data and information before, during and after tournament from members of organizing committee (OC) for U-18 Challenge Cup of Asia. Authors interviewed organizing committee members to have a clear picture of information on the organizing strategy and plans. Authors collected detailed information of different organizing segments.

Event management, event planning, and marketing are parts of theoretical framework, as importance of these topics are explained using various different sources.

Big part of this project was IIHF organizing committee information package that was provided by IIHF Asian Office to give clear roles and responsibilities for OC to implement and execute. We used this information package to follow all the roles and responsibilities, and with this project we go through all roles and responsibilities for both IIHF and OC for this tournament.

Main emphasis in this thesis is to follow, comment and evaluate roles and responsibilities that OC was working with. One emphasis of this thesis was to evaluate people and companies who were recruited by OC to work in various segments during tournament. Before the tournament we interviewed OC members to have detailed information and reasoning behind the recruitment of companies and people working for this event.

Purpose for the authors to select this topic was to help United Arab Emirates Ice Hockey Association to understand and learn from association's own work, and get detailed feedback and evaluation from organized event. Previous tournaments hosted by United Arab Emirates Ice Hockey Association have been well organized and planned, but we wanted to take closer look at what is really happening and what kind of obstacles organizers are facing.

By doing this thesis, we can give UAEIHA suggestions how to avoid these obstacles next time they are selected to host a big event. With this thesis we are looking to give information and feedback for UAEIHA, and also trying to give as good picture as possible of challenges on organizing tournament for all the countries that are planning on applying to host any of IIHF tournaments.

In this thesis we are focusing more on UAEIHA roles and responsibilities on organizing tournament, than IIHF roles and responsibilities.

2 Theoretical Framework

This chapter goes through the meaning of event management. Project leader role is explained, and importance of project planning and making of timeline for tournaments. Explaining meanings behind marketing and budgeting are also parts of this chapter.

2.1 Event management

Event is often described as a type of gathering. A sport event and a music festival are examples of event types. Characteristic for event is that it involves several participants.

Principle applying to all events is that they're temporary. Every such event is unique stemming from the blend of management, program, setting and people. (Getz 2005, 16.)

Events are often characterized by their size and scale. Categories that are used for events are commonly called: major events, mega-events, hallmark events and local/community events. (Bowdin, Allen, O'Toole, Harris & McDonnell 2006, 15.)

What belongs on event organizing and what should be taken concern is often hard to conceive in start of the planning of the event. One tangible resource is to compare event organizing to project, as organizing a new event is always a typical project work. Like project, event is often one-time effort and it has designed organization made just for the event. (Iiskola-Kesonen, 2004, 8.)

Management process makes event deliverable. For example, a bridge is the deliverable of a series of processes called engineering and construction. The event may take place over a period of hours or day. The event management process may take place over many months or years. (Bowdin et al. 2006, 266.)

Initiation, planning and implementation of the event are overseen by project management, in addition to monitoring the event and the shutdown. Project management aims to integrate management plans from different knowledge areas into a cohesive, workable plan for entire project. (Bowdin et al.2006, 265.)

Event management has an internal structure like all organizations. Internal structure determines important things such as promotion and growth, and simply regulates everyday operations. Even if you have never seen an organizational chart, you know to whom you report, who reports to you, and at what level of responsibility and authority you are at a certain point in time. (Goldplatt 2004, 132.)

Example of organizational structure is seen in Figure 1, made for Sports authority, which is taken from model by Nashville, Tennessee government page.

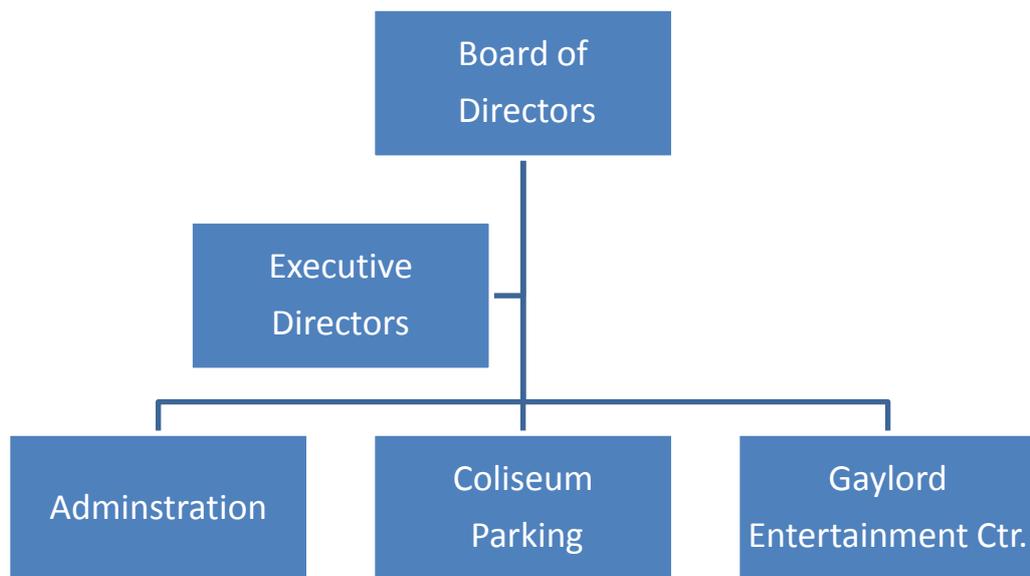


Figure 1. Sports Authority (nashville.gov)

2.2 Project Manager

For event or project to be successful it needs a good working management and project manager. Project manager and leaders of the project must lead others to get best possible result out of everyone working for the project. It is very important to understand that project or event manager is responsible directly or indirectly of the whole event to become successful. (Wallace 2007.)

The Project Manager needs to manage upwards - ensuring that the inverted hierarchy comprising the organization's leadership and the project sponsors are doing all that is required to guarantee the success of the project. The Project Manager is also the main focal point for liaison with other departments, projects and initiatives within the organization, taking into account the needs and contributions of other internal groups. (Wallace 2007.)

The Project Manager is equally the main point of contact for aspects requiring co-operation and co-ordination with external parties such as the project's suppliers and contractors, customers, suppliers, regulatory bodies, and other third parties - making sure everything is in place to guarantee success. The Project Manager also has direct responsibility for the activities of all project participants, all project tasks and all deliverables. (Wallace 2007.)

It is important to remember that the project manager needs to achieve this without direct control over the participants. The project manager will not have power over the leadership, or the internal and external contributors. Even in the project team there may be loaned staff, part-timers and sub-contractors who will have their prime loyalties elsewhere. (Wallace 2007.)

These project manager roles and responsibilities are suitable for any business project, music or sport event. Many music and sport events are using volunteer groups or several companies to cover all the needs for organizing an event. These volunteer groups

or companies are also directly under the responsibility of project manager. (Wallace 2007.)

Recruiting, training, coordination, and rewarding volunteers effectively are vital parts of many event leadership operations. Volunteers are considered as lifeblood for many events. Reason behind this is that without volunteers, these events would cease to exist. Fact is that vast majority of events are entirely volunteers driven. (Goldplatt 2004, 111,129.)

Many literatures speak to manage and balance three elements: people, time and money. About.com management adds that fourth element is the most important and it is the first and last task for a successful project manager. First and foremost you have to manage the project scope. Project scope is definition of what project is supposed to accomplish and the budget that has been created to achieve these objectives. If manager has project scope early and clearly identified manager can begin to manage project resources. (Reh J.F, Management guide.)

When planning an event, running sport resource Hillary Commission is focusing to next questions:

- “1. Is the event good idea?
2. Do we have good planning and marketing skills available?
3. Are we in right community?
4. Who will participate/ be a spectator? (What class of athletes or performers?)
5. Do we know infrastructure of the community?
6. Where will it be held? Can we get the venue we need with the price we can afford?
7. Is there a ‘hook’ or ‘angle’ in the event that will attract an audience? Will it grab their interest?
8. Will we attract media support?
9. Are advertising funds available? Can we attract strong sponsors?
10. Is our ‘success’ criteria reasonable?” (Hillary Commission 1997)

By answering to these questions organizer will get picture if event is worthwhile to organize or not. Planning is a key to any successful event and all successfully events are

well coordinated. While planning to organize event following aspects should be considered: event plan, event budgeting, sponsorship and marketing. (Hillary Commission 1997)

2.3 Event Planning

Planning is defined as a process that must continuously occur, from pre-event planning to the end of the event. It is crucial to have as a foundation for this ongoing planning, a vision, a statement, or concept that can be easily articulated and understood. If there's no planning, there's a possibility that the finished product will disappoint both the intended audience and the organization behind the event. An event plan needs to be comprehensive and flexible. For an event manager event plan is an important guide, which must be able to accommodate the wide variety of conditions, concluding meteorological, cultural, economic, political, competitive and demographic. All these conditions may change and impact on an event. (McDonnell, Allen, O'Toole 1999, 58.)

The planning process is usually broken down into two key processes; strategic and operational planning. Table 1 by McDonnell et al. shows that strategic plans are usually single-use plans, that are focusing on setting long-term objectives and decides on the strategies. Operational plans are instead usually standing plans, meaning that it can be activated each time a recurring event is staged. Operational plans describe the specific steps needed to implement strategies made in a strategic plan, and establish quantifiable revenue and expenditure budgets. (McDonnell et al.1999, 59.)

Table 1 Types of Plans (McDonnell et al. 1999, 59)

BREADTH	TIME FRAME	SPECIFICITY	FREQUENCY OF USE
Strategic	Long-Term	Directional	Single-Use
Operational	Short-Term	Specific	Standing

2.4 Marketing & Sponsorship

A role of marketing, mission of it is to recognize people's unfilled needs and create new solutions that appeal people. (Kotler 2005, 8).

In event management, marketing is a function that can be used to interact with event's participants and consumers, by developing products that meet the needs of the consumers. Marketing can also be used to build a communication program which expresses the event's purpose and objectives. (McDonnell et al.1999, 106.)

Event marketing is action that connects organization and its target group around chosen theme and idea with goal-directed, interactive way. Event marketing is combining marketing and event. (Vallo & Häyrinen 2003, 24.)

It's vital for event to be successful, that the importance of marketing is understood. Underestimating the role of marketing, including its societal perspective, can lead to dissatisfied consumers and a weak relationship with stakeholders who strongly influence an event's long-term survival. (Bowdin et al. 2006, 181.)

Careful, thoughtful, and comprehensive research is considered as a first step in event marketing process. The outcome of this research must result in the identification of measurable goals and objectives for event marketing campaign or program. (Goldplatt 2004, 262.)

Several areas concluded in event promotion, which some are difficult to control. Knowing the principals of promotion helps on what kind of message of event is provided'. Project leader has a main responsibility on public relations. Leader controls the overall and knows usually the most about the event and its details. Possible channels to promote events are example; mobile services, internet, newspapers, bulletin boards, and fliers (Iiskola-Kesonen 2004, 63-64.)

Sponsorship is a promotional technique used by businesses, both large and small, for purely commercial reasons. It has nothing to do with philanthropy and is never a donation. It is a commercial transaction that the sponsoring organization enters into because it believes that the festival or event will offer a communication link to its target market that is more effective than or complementary to other promotional opportunities such as advertising. (McDonnell et al. 1999, 146.)

Sponsorship is seen as a strategic marketing investment, not a donation or a grant which means events and festivals must view sponsorships as working business partnerships. Most sponsors are expecting to see direct impact on their brand equity, with increase in sales and profits, when investing in an event. (Bowdin et al.2004, 228.)

Many events would not be financially feasible if there would not be any sponsorship. In this case this kind of events would not be able to provide the quality expected by event participants, and they would not be able to achieve their specified goals and objectives. Suffice it to say that many times sponsorship provides the grease that allows the event wheel to function smoothly. (Goldplatt 2004, 276.)

2.5 Control, Budgeting & Timeline

Control consists of making sure that what happens in an organization is what is supposed to happen. The control of an event can range from the event manager simply walking the site and discussing daily progress with staff, to implementing and monitoring a detailed plan of responsibilities, reports and budgets. Event planning can be effective only if execution of the plan is carefully controlled. (Bowdin et al. 2006, 294.)

A budget can be described as a quantified statement of plans (in other words, the plan is expressed in numerical terms). The budget process includes costing and estimating income and the allocation of financial resources. The budget of an event is used to maximum expenditure for each area of the event's operation is estimated. (Bowdin et al. 2006, 302.)

Composing a budget requires that execution order of project missions have been analyzed and project schedule is completed. (Pelin 2008, 175).

Event developing from beginning to final evaluations is called the event timeline. The event timeline literally reduces to writing the major decisions that will be included in the event from the beginning of research through the final tasks involved in evaluation (Goldplatt 2004, 109.)

One reason that many events fail is due to an insufficient time frame to effectively research, design, plan, coordinate, and evaluate them. When time is not sufficient to research and event properly, you may end up paying more in the end, due to insufficient or incorrect information. When time is not sufficient to design an event, you may overlook some of the more creative elements that will provide you with the resources to make the event magical and, therefore, memorable. (Goldplatt 2004, 109.)

The timeline provides the event leader and event stakeholders with a precise tool for managing the event. It is the comprehensive map that results from the event planning process. Just as with any map, there may be shortcuts; however, you must depict the entire map to ensure accuracy to provide the traveler with the best choices for gaining efficiency during the journey. The same may be said of timeline. Once you have created this master planning document, in subsequent meeting you may adjust the timeline to gain speed and save time and money, ensuring that you will also ultimately reach your destination in order to achieve your goals and objectives (Goldplatt 2004, 111.)

3 U-18 Challenge Cup of Asia

3.1 Goal of this thesis

This thesis was started, by idea how we could get much needed feedback and evaluation from the tournament to United Arab Emirates Ice Hockey Association. We discussed with Abu Dhabi Ice Sports Club technical manager Mr. Mohammed Aref and he stated that they are willing to share all the information regarding planning, people working for this event, companies selected to work for this event and updates for all necessary areas for organizing this tournament. We thought that we want to go as much details as possible on finding even the small positive and negative issues that organizer faced during this six (6) days tournament.

We had previous information and personal experience of one big ice hockey event organized by UAEIHA. Asian Ice hockey development camp was hosted in Abu Dhabi during summer 2011. Looking this event from inside as a participant we could not see any big issues or problems, but with this thesis work we wanted to look more closely to what is really happening with different areas, that organizer have to control during the tournament, and does the organizer have everything well prepared before and during the event. We wanted to make this thesis easy to understand and all areas of organizing have been divided to smaller segments with help of IIHF Organizing Committee information package.

It was a challenge to work on this thesis when our ice hockey season was still on. Coaching many teams from juniors to adults, and doing thesis at the same time meant long days in the ice rink and in office facilities. It was a weekly process from December 2011 to all the way to April 2012 to see how the tournament arrangements were developing and going, and how we approach to make our thesis as good as possible. We faced small problem with one of the authors selected to coach UAE U-18 national team for this event and he was spending lot of time with the team. Both authors also

spent two weeks right before the event in India with UAE men's national team, which took time from us to fully concentrate on following the progress of the tournament.

We made a plan on what duties we have during the tournament and which one of us is collecting information during the tournament, and how we will put all the information together after the tournament. We also knew this tournament will be hosted early April and our thesis must be ready only few days after the tournament finishes. Final conclusions were done right away after tournament was over.

During the tournament one of the authors followed the tournament progression as a spectator and one of the authors as a member of one of the participating team. With this we had good overall view from spectator side and also very good view to places and events that only participants have access to. Author following from spectator side was able to see most of the game ceremonies, was there any marketing or promoting during the games, how was the flags positioned, how did the ice rink look from the outside and also how was the tournament opening and closing ceremony conducted. Author following the tournament as a member of a team had a great view of such responsibilities for OC as transportation, accommodation for the teams and officials, statistical services, team services, volunteers at the ice rink and hotel and also team host services.

Our evaluation process really started when we started to go through the IIHF Organization Committee information package. We started to share thoughts with UAEIHA management about all phases that hosting a tournament includes. All the information, for example, about the accommodation and transportation came to us before decisions were made and we got good background information on what were the reasons on selecting hotel, people to work for team service, volunteers and all the other people or companies who were working for this tournament.. We spent a lot of time asking questions from management side of this tournament, so we could be aware of all the possible problems the tournament was facing, and that we could create a timeline for the tournament. With this we mean that we wanted to see how the preparation for the

tournament is doing for example, three months, one month, and one week prior the opening day.

Our thesis includes parts of going through the reasons behind the process of making this evaluation project to UAEIHA. Who will get the benefit for doing this thesis, and how tournament organizers all around the world can use this. Introduction part of this thesis also covered the main chapter descriptions of the thesis, so it gave the readers overall picture of our work. It also tells the background of the authors, and our history on being involved in tournament arrangements.

Authors also go through detail by detail everything that was needed to be done considering the tournament. Before, during and after the tournament we were very active on following tournament progress and interviewing people to find out details on field they are working with. With all this work we did on finding information and combined that with the organizing committee information package we were able to summarize, and give feedback for roles and responsibilities that organizing committee was responsible of. We also created evaluation form for the association to fill and evaluate tournament by themselves also.

We were satisfied of the amount of the information we were able to cover on this thesis for UAEIHA to study and consider before hosting next big ice hockey event.

Our aim was to keep this thesis easy to read and follow. Main concern we had was how to draw the line between manual that is created to help organizing tournament, comparing too our thesis which main emphasis is on following the organizing and progress of the tournament with evaluation included. We were able to explain the entire roles and responsibilities IIHF Organizing committee information package included for organizing committee and for IIHF to fulfill. These roles are shortly explained and findings from authors are presented later on this thesis. Even though we are giving much information of the actual organizing, we feel we kept it clear that this thesis is not manual for organizing events.

3.2 Decision to host U-18 Challenge Cup of Asia

First steps that UAEIHA took on hosting the U-18 Challenge Cup of Asia, where taken in annual Asia ice hockey meeting on August 2011 in Taiwan. Challenge cup of Asia has been running for years in adult's level, but this would be the first time it would be held at the U-18 level. In the meeting other nations approved UAEIHA's proposal to be a host for the tournament, and from there, organizing first ever U18 Challenge Cup of Asia in Abu Dhabi, United Arab Emirates, slowly began. Challenge cup of Asia tournament is under the IIHF supervision, and IIHF always does the coordination with the host country organization. IIHF provides the Organizing committee with the information package that includes the roles and responsibilities of IIHF in the Asian Challenge Cup. Also it has demands for host organization, it's roles and responsibilities. Official confirmation that tournament will be held in UAE came through IIHF in December 2011, and from there UAEIHA started to organize the tournament with cooperation with IIHF.

Tournament Information

Name: U-18 Challenge Cup of Asia

Date: 01. -06.04.2012

Place: Abu Dhabi (UAE)

Participant countries: Thailand (THA), Hong Kong (HKG), United Arab Emirates (UAE), India (IND), and Malaysia (MAS).

3.3 IIHF roles and responsibilities

In IIHF events and tournaments, IIHF roles and Organizing Committee roles and responsibilities are stated clearly before the event / tournament. In this thesis we are not evaluating and following IIHF roles and responsibilities, but it is also essential for having this information written here to create a full picture on how tournament was orga-

nized. IIHF roles and responsibilities for this particular tournament where following according to Organizing Committee information package:

3.3.1 Organizing assistance

IIHF Asian Office will assist in the planning phase of the tournament with regards to scheduling according to IIHF Sport Regulations, and coordinate the communication between the Organizing Committee and participating teams.

3.3.2 Tournament management support

IIHF will take the responsibility of chairing the directorate meetings during the tournament according to predefined schedule. IIHF Supervisor (RS) will be assigned by the IIHF coordinate and manage the officiating during the event.

3.3.3 Communicational support

IIHF will look into the possibility to write ‘teasers’ to be published at the IIHF website front page with featured stories and event photos provided under the tournament’s folder. During the tournament, there will be also one story introducing the Ice Hockey in the OC country.

3.3.4 IIHF Game Officials

Depending the participating teams and schedule the IIHF will also assign internationally licensed game officials for the tournament. Every participating nation is requested to nominate at least one Referee to the respective tournament. The name has to be sent prior the tournament to the IIHF Asian Office and will be reviewed in co-operation with the IIHF Officiating Department. The OC country will provide the necessary linesman. The names have to be sent prior the tournament to the IIHF Asian Office and will be reviewed in co-operation with the IIHF Officiating Department.

If there are no adequate Referees or Linesman available or will not be approved from side of the IIHF the IIHF Official Department will assign Referees or Linesman to the respective tournament.

3.4 Organizing Committee (OC) roles and responsibilities

This chapter includes all the roles and responsibilities for Organizing Committee stated by IIHF Organizing Committee information package. This chapter explains all the roles and responsibilities for OC, and also gives short description on how OC prepared each section before the tournament and what actions were done during the tournament.

3.4.1 Event Management

In January 2012 IIHF chose its Tournament Delegates to take part to the IIHF U-18 Challenge Cup of Asia. In the group of delegates were IIHF Sport Director Mr. David Fitzpatrick and IIHF Asian Sport Development Manager Mr. Harald Springfeld, who shared the work as a Tournament Chairman. Mr. Andy Ecker worked as a Result Manager in the tournament and Mr. Thomas Schurr as the Referee Supervisor. IIHF Vice President Mr. Shoichi Tomita attended the tournament as an honorary guest.

First step UAEIHA did was choosing the Organizing Committee for the Tournament. UAEIHA chose Mr. Juma Al Dhaheri as the Chairman of the Committee. After the choice of Mr. Al Dhaheri, he chose the rest of the members. Mr. Mohamed Aref was chosen as the Technical Manager, Mr. Ali Al Hosani as the Media Manager, Mr. Mohamed Hussein Rafat to be the Financial Manager, Mrs. Afaf Al Kendi to work as the Marketing Manager, Mr. Marwan as the Logistics Manager, Mr. Nasser Al Ali as the Purchasing Manager, Mr. Azzan Kamal to take responsibility of Medical and Healthcare and Mr. Abdulla Al Dhaheri to work as the Event Coordinator.

After Mr. Juma Al Dhaheri had chosen the members to the Organizing Committee of the IIHF U-18 Challenge Cup of Asia, they started to hold weekly planning meetings at

the Abu Dhabi Ice Sports Club office. They had their first meeting in January 2012. Since first meeting organizing committee started to find companies, volunteers and people with special skills to work for this tournament. With OC's good connections to Abu Dhabi Ice Sports Club, finding educated and professional people to specific roles was done fairly soon and actual organizing began. U-18 Challenge Cup of Asia is a big tournament and reader can find out in this thesis that many aspects needs to be taken into consideration. Lot of preparation needs to be done and many aspects of tournament need to be moving forward at the same time. OC is responsible of most of the aspects of the tournament. Geoff Colvin states the importance of preparation and innovation as follows "Not even the beatles could escape the requirements of deep and broad preparation before producing important innovations." (Colvin 2008, 153.)

3.4.2 Volunteer and team hosts

Volunteers and team hosts followed responsibilities that IIHF organizing committee information package stated, such as coordinating day-to-day operations before, after and during the tournament and team hosts served as a contact person between the OC and the team he/she was hosting. IIHF information package stated that team hosts must be able to speak fluent English and recommended that hosts also speaks native language of respective team.

Organizing committee selected government volunteers called Takaatof to work as volunteers in this tournament. They also carried the role of team hosts for five (5) participating teams. Takaatof is group of Emirati nationals, that is well known in UAE and they are involved in most of the biggest sport and leisure events in Abu Dhabi such as Formula 1 Abu Dhabi Grand Prix.

Takaatof and UAEIHA have previous experience of working together. Volunteers were in a big role of creating successful Asian Ice Hockey Development Camp in Abu Dhabi during summer 2011. For U-18 Challenge Cup of Asia, Takaatof sent 15 young volunteers. Volunteer's roles and responsibilities varied from hosting the teams, organizing transportation, hosting and securing VIP section at the ice rink and held tourna-

ment information desk at the hotel. Takaatof volunteers also carried the role of welcoming teams, officials and IIHF tournament delegates at the official airport. Takaatof volunteers are supported by the Crown Prince of Abu Dhabi.

3.4.3 Transportation

IIHF information package stated that OC will provide ground transportation for all the delegates in the tournament which means from/to official international Airport – designated by the IIHF – and during the event (Hotel-Arena – Hotel).

Organizing committee selected Golden trip Transportation Company to carry out all the transportation during the tournament. Golden Trip Company was selected as the official transportation company due to previous cooperation with Abu Dhabi Ice Sports Club and Emirates Hockey League providing transportation for several teams from the league. Company and most of the drivers were familiar with organizing committee. Also drivers were familiar with Zayed Sports City surroundings. Golden trip used three (4) 28 seats buses for Hotel – Ice – Rink hotel route and one smaller 4 seat car for VIP transportation. Buses with capacity of 28 were also used for airport transportation with separate trolley to carry all luggages and hockey equipment.

3.4.4 Team Services

IIHF Organizing committee information package includes following demands for team services; Towel service, laundry service, drinking water, fruits and pucks provided for practice and games. Team service is also required to provide cleaning service for dressing rooms, player and penalty benches. Organizing committee selected Srjajudeen Thacmra Kunnat to work with drinking water, fruits and pucks during the tournament. Srjajudeen is working with Abu Dhabi Ice Sports Club as a general helper for Abu Dhabi Ice Hockey School. Srjajudeen has long experience in this working field.

3.4.5 Arena/Venue and Accommodation

Main venue was easy to select, as there's only one Olympic size ice rink in Abu Dhabi. It's located in Zayed Sports City, a perfect place to host a tournament with good facilities at the rink and outside the rink. Ice rink public areas were renewed in spring 2011 and now the rink offers good facilities both to players and spectators. Football fields, tennis complex, and bowling center are all right next to ice rink. Located approximately 20 minutes from downtown Abu Dhabi Zayed Sports City has a convenient location to access from inside and outside the city. Organizing committee prepared adequate locker rooms for all participating teams and game officials in to ice rink, as it was mentioned also in the IIHF information package.

For accommodation, first option was to get a good rate from Armed Forces Officers Club; luxurious five star hotel, located only five minutes car drive away from ice rink. UAEIHA had very good previous experiences with the hotel when using it for events and tournaments, and it was a relief that Officers Club was willing to host tournament participants. The hotel provides very good sport facilities with gym, Olympic size swimming pool, football fields and several other facilities. It also provides very good office lecture space for tournament office and seminars during the tournament. Details and information of picked hotel was given to IIHF for approval.

3.4.6 Marketing & Promotion

In Organizing Committee Information Package was said, that concerning the IIHF and Tournament logos, "Every usage must be clarified and approved from side of the IIHF Marketing Department at least 6 weeks prior the tournament. In co-operation with the IIHF Marketing department the Organizer has the right to create a Tournament Logo according to IIHF Marketing guidelines." Organizers designed a logo for the tournament and it was approved by the IIHF Marketing Department. After approval organizers were able to use the logo everywhere concerning the tournament; in the accreditation passes, official sheets, brochures, booklets etc.

The reporters from local newspapers were informed about the tournament well before, so they were at the rink everyday watching the games and interviewing players, head coaches, committee members and so on. IIHF U-18 Challenge Cup of Asia was widely noticed in the newspapers during the tournament and the tournament got lots of space in the newspapers. During the tournament media was also invited and they were at the rink filming the games and interviewing Official Committee members to television. In the end of the tournament two players and a coach from the UAE National team went to Dubai to give an interview to Dubai Sports TV-channel.

UAEIHA created brochures advertising the upcoming tournament, which were in both Arabic and English. In brochures designers tried to get people's attention by adding a big attractive picture from a game in the middle of it and capturing text. Brochures were shared around the Zayed Sports City (where Abu Dhabi Ice Rink is also located): in tennis complex, bowling hall and the gym. There was also a separate sheet concerning The UAE National Team game schedule and that was handed out around the Zayed Sports City and the Ice Rink as well. Advertisements were also taken to the shopping mall, where there is an ice surface located inside the mall.

3.4.7 IIHF Staff office

IIHF Organizing committee information package demands OC to provide one office with 1-2 working spaces with one (1) printer and one (1) line for Internet access in the arena. Abu Dhabi Ice Sports Club (ADISC) has a big office space in the ice rink with several working spaces with printers and computers included with Internet connection, which were given to use for IIHF staff office. Same ADISC office facilities were used for game official meetings, OC meetings, tournament directorate meetings and team meetings throughout the tournament.

3.4.8 Tournament documentation

Statistical service

IIHF organizing committee information package demands OC to provide statistical service to the IIHF chairman and directorate at any time. IIHAF Hydra system is available for tournaments in cases where organizing country will request it six (6) weeks prior to the tournament from the IIHF Asian office. UAEIHA requested Hydra system from IIHF Asian office and IIHF sent result manager Andy Ecker to train seven persons from United Arab Emirates to run Hydra system for this tournament. Having Hydra system on use OC were able to provide live statistics for IIHF website and for IIHF chairman and directorate.

Game DVD

IIHF organizing committee information package demands that, OC shall record all the games of the tournament (DVD). OC selected Yannick Wong to be responsible for game DVD's throughout the tournament. Yannick is employed by ADISC as a secretary and part of his regular job description is making game DVD's for Abu Dhabi Storms team who plays in Emirates Hockey League. In this tournament game DVD's were distributed to all teams, latest, the following morning from the game played.

Final Documentation

According to IIHF organizing committee information package, OC is obliged to provide complete statistical documentation and essential information to all participating national associations and three copies to the IIHF Asian office within fourteen (14) days after closing of the tournament. Final documentation shall be distributed as a CD.

According to IIHF organizing committee information package the IIHF Documentation package for the IIHF Asian office must contain additionally the following:

- Composition of the Organizing Committee

- Composition of the Championship Directorate and the assisting officials (referee supervisor and recording secretary)
- List of game officials and bench officials. Including but not limited referees, linesmen, goal judges and official scorekeepers, assistants to official scorekeepers, timekeepers, penalty box attendants, official announcers and statistical recorders.
- Registration of players and officials of each participating team
- Schedule of games with results and final standings
- Newspaper articles
- Original IIHF official game sheets with eventual game reports and original signatures
- Waivers for under-aged players
- Minutes of all directorate meetings
- Records or minutes of special proceedings
- Report of the Directorate Chairman

During the tournament, OC sent all newspaper articles directly to IIHF Asian office email addresses. Tournament technical manager Mr. Mohammed Aref will complete all the other tasks with help from ADISC administrator Maher Dahoud by a later date.

3.4.9 Medical & Health Care

According to IIHF committee information package OC must prepare, present and operate a complete medical program for players and spectators, including but not limited to health care services such as nutrition and hydration standards, medical supplies, medical services and staffing during each practice and game. OC organized medical and health care with cooperation with Abu Dhabi Ice Sports Club physicians. One physician was stationed at the hotel where he had one normal size hotel room modified to a medical room. Another physician was stationed to the ice rink where he was using ADISC medical room for treatments required during practices and games for players or spectators.

3.4.10 Ceremonies

According to IIHF organizing committee information package OC must provide sufficient personnel to ensure that the IIHF protocol as described below is implemented precisely. Any adjustments concerning the ceremonies can be discussed with the Asian office at least two days in front of the tournament. For exact timings IIHF provided pre- and post-game countdown protocol.

Flags

According to IIHF organizing committee information package arena must be decorated with national flags of the same dimension and hanging from a similar height for all the participating teams in the IIHF Championship. Information package also demands that flags are to be positioned from left to right in order of seeding as teams enter the Tournament. Information package also concludes that the flags may be positioned in the arena in an appropriate location for maximum visibility, and that OC must verify the authenticity of the respective national flags and anthems.

OC followed the IIHF information package and all the participating nations flags were hanging from a similar height and all the flags were same dimension. Flags were hanging in four (4) corners from the roof in the ice rink providing the maximum visibility to spectators. IIHF flag was hanging between the player benches. All the national team flags and national anthems were verified prior the tournament.

Opening ceremony & Closing ceremony

According to IIHF organizing committee information package the opening and closing ceremony plan shall be presented to the IIHF for approval and at least two (2) days prior the tournament. Opening ceremony plan was presented to IIHF Sport Director Dave Fitzpatrick two (2) days before the tournament and ceremony was also approved by Mr. Dave Fitzpatrick. Closing ceremony plan was presented by OC and also approved by IIHF Asian Development Manager Mr. Harald Springfield.

3.4.11 Regional development program:

According to ASPG Meeting #7 in Taipei City (05.-07.08.2011) the OC is responsible to organize one Development Program during the tournament. The topics needs to be clarified with the IIHF Asian office in front of the tournament and should cover one of the following categories in English language:

IIHF Learn to Play Program

IIHF Recruitment Program

Coach Education Development Program

Officiating Education Development Program

Leadership Education Development Program

IIHF organizing committee information package also states that it is strongly recommended that the OC will provide inside their Association the participation possibilities to their respective participants. IIHF sent referee supervisor Thomas Schurr to supervise and educate game officials. Referees out of the official line up were not involved on these lectures or trainings. OC did not organize any special development program such as Learn to Play Program, Recruitment Program, Coach Education Program or Leadership Education Development Program.

3.4.12 Financial issues

IIHF organizing committee information package included several financial information regarding which organization, IIHF or OC, will be covering the costs in different cases. Authors were not involved with financial discussions and authors felt this is not important information to make this project beneficial for UEAIHA.

General IIHF regulations IIHF will pay total of CHF 10.000 per participating team against an invoice as an organizer's support for the tournament. Half of the total support can be invoiced prior to the tournament following the confirmation from participating teams. IIHF will cover travel expenses and allowances for the IIHF Delegates. OC is financially responsible for accommodation, meals and ground transportation.

Game officials are assigned by IIHF and IIHF is also responsible for covering all the expenses.

Miscellaneous expenses

According to the IIHF organizing committee information package OC will be responsible for any and all miscellaneous expenses during the tournament. IIHF information package also states that in addition to financial subsidy of 10.000 per participating team, IIHF won't bear the responsibility of any operational costs for the tournament.

4 Findings & comments from authors

Volunteers and team hosts

According to IIHF organizing committee information package it is recommended that team hosts speak native language of respective team. In this tournament all the team hosts were native Arabic speakers and only communication language with participating teams was English.

Overall performance from volunteers and team hosts were close to outstanding. First of all, the number of volunteers was high enough to serve almost all the needs for the tournament. Volunteers were on sight all the time, especially at the hotel and also ice rink was equipped at least with two volunteers throughout the day. Volunteers wore United Arab Emirates national dresses, but all volunteers and team hosts were easy to recognize due to their special armband with Takaatof volunteer logo. At the hotel a group of Takaatof volunteers had over night shifts and they reported any unnecessary actions of the teams or OC that happened during the night.

Transportation

Ground transportation during the tournament was working well from the view of team member and spectator. Busses were always on time and drivers were phone call away to do unscheduled trips. Busses were good standard with air conditioner and 28 seats served well needs for each team.

Feedback from Takaatof volunteers were that one more bus would have made big difference on having one defined bus for each team to use. Another issue was a cancelled ice practices without any information for drivers or volunteers. Drivers and volunteers were waiting for teams to depart from the hotel without information received regarding the cancellation.

Team services

According to IIHF Organizing committee information package OC shall provide towel- and laundry service. In this tournament towel service was not implemented. Laundry service was implemented at the hotel, given each participant chance to send two (2) items to laundry daily. Teams were also provided contact information for close by laundry service in case of bigger volume laundry service required. Overall team services were well managed and authors did not see or hear any complains of this field.

Arena / Venue and accommodation

Overall having a good knowledge of venues for the tournament had a positive impact as it we as organizer could feel confident that ice rink and hotel would be high standard on any tournament standard. Venue, Abu Dhabi Ice Rink served well this size tournament. Locker room facilities were well enough for accommodating five (5) teams and 12 game officials. Abu Dhabi Ice Rink is also very spectator friendly with good quality hockey equipment store, restaurant and with very good standard spectator stands for audience.

Accommodation in Armed Forces Officers Club reached all the possible standards demanded. Five star hotel with very good connection to the venue. Sport facilities were on guest use for whole week with sauna and steam room possibilities included. Armed Forces Officers Club hotel also was ready to provide office and meeting rooms when required. Accommodation selection for this tournament was successful, but tournament is possible to run just as well with smaller investment on accommodation side.

Marketing & Promotion

During the tournament media was present very well, UAE games were broadcasted live to a local television. Reporters from two (2) newspapers wrote game updates daily and interviewed coaches after the games. Tournament booklet was a great success,

with bigger A4 size authors believe that it was rare, but very nice and unique style of making tournament booklet. OC promoted tournament to all members of ADISC with email brochures, which brought juniors to the stands daily. Tournament was unfortunately just hosted the same week as public school holiday in UAE and many families were travelling during the time.

Brochures about the tournament were handed out quite late when thinking about the marketing; they were taken to places only few days before the tournament started. This means, that with those brochures the target could've not been totally reached in any more than two days, and people's awareness about the tournament was limited. If the brochures were handed out few weeks earlier, they could've wakened people's interest differently.

Abu Dhabi Ice Sports Club used their social media-pages to give information in advance, during and after the tournament. All the marketing done in leading social media, Facebook and Twitter, was about sharing the tournament-schedule, updating the results and adding links from the news that were written on the internet concerning the tournament and played games, player and coach interviews etc. This was an easy and a good way sharing information about the tournament quickly and it reached its readers well. Especially in a place where everyone is connected through his or her mobile phones everywhere, all the time.

IIHF Staff office

IIHF Staff office was good standard with all the demands according to IIHF organizing committee information package were filled. Office was located on the second floor in the ice rink at Abu Dhabi Ice Sports Club office.

Tournament documentation

Hydra service was in use and updated live score. Only problem with Internet connection was on the opening day. Wireless Internet connection wasn't fast enough to keep

hydra system running normally. Problem was fixed quickly by purchasing USB wireless connection sticks and tournament continued without problems with hydra service.

Game DVD

One of the authors were participating this tournament as a head coach for team UAE and he got firsthand information regarding distribution of game DVD's. All game DVD's were handed latest of following morning after the game. One night after the game author requested game DVD as soon as possible after the game and organizer provided DVD during the same night to author's hotel room. Quality of game DVD's was good standard and there were no unnecessary delays.

Final documentation

While authors were writing this project final documentation was still in process. Maher Dahoud, Assistant technical manager of Abu Dhabi Ice Sports Club was given task to collect all the data and information IIHF requires finalizing final documentation. Part of the final documentation was handed out or sent to IIHF Asian office already during the tournament.

Medical & health care

Medical and health care was very well organized throughout the tournament. Medical staff was present all the time at the hotel and at the ice rink. In both venues, medical staff had their own private room for treatments. Whole medical staff has a long history with sport medicine and whole staff is working with sport clubs in United Arab Emirates.

Flags

Decoration of participating countries flags were done by the rules of IIHF organizing committee information package. All the flags were the same dimension and all the flags were hanging from same height. Decoration of the flags outside was also done nicely, line of participating countries flags were creating a long line all the outside the ice rink area. Due this flag decoration outside tournament was easy to recognize while driving towards the ice rink. Only small issue what authors felt did not go according the IIHF information package was the positioning of flags by seeding. Authors are not sure if in case of the first tournament in history seeding cannot be done, but this issue should be confirmed from IIHF before decorating and positioning flags.

Regional development program

During the tournament OC organized one coaching lecture with topic of Skill development. One (1) hour session was lectured by ADISC U-15 Head coach Kellin Carson. Authors feel that OC could have used chance to educate coaches in UAE more with well-organized coaching or refereeing seminar.

Opening & closing ceremony

Opening & closing ceremonies were planned well ahead and approval from IIHF tournament chairman was given for OC. Both ceremonies were well-planned and all small details including flags, National anthems and good view for spectators was well organized.

Authors were present in both ceremonies and only side authors were hoping to see more was bringing more cultural aspect for ceremonies. With little more innovation and creativity showing more Arabic culture during these ceremonies would have been great.

Overall feedback

Overall feedback we got from the U18 Asian Challenge Cup was that it was a success. Praises coming from IIHF staff about the accommodations and transportation made the management feel that all efforts were worthwhile. Participating teams, volunteers and other help staff were impressed how professionally everything was handled.

UAEIHA invested a lot on this tournament, and getting these positive feedbacks are telling that UAE is one of the leading countries in Asia hockey on hosting international tournaments.

According to tournament technical manager Mr. Mohammed Aref UAE IHA did not look for organizing an overly excessive tournament, but they rather wanted to get everyone to enjoy and have a pleasant experience in Abu Dhabi. From interviewing various people who were involved in this tournament, this mission to share a great experience was accomplished with excellence.

5 Discussion / Summary

The aim of this thesis was to go through closely the phases of organizing international ice hockey tournament. We wanted to make this work so it would cover all the positive aspects from the tournament but also even the smallest negative aspects UAE IHA faced, so that in the future, the association would have even more successful tournaments as a host. This thesis is also made to show how the organizing committee of hosting association works with the IIHF on organizing tournaments.

With the experiences we as an authors have on being involved in numerous tournaments before, we were able to understand how the structure of the U-18 Challenge Cup of Asia was made, and help UAE IHA on organizing the tournament in needed time frame. With this thesis we wanted to share our experiences, and create a clear understanding for reader on what happened in the organization side of the tournament.

Although this tournament was under the supervision of the IIHF, all the planning and execution of it can be used no matter the size of the tournament being arranged. We believe that we made a great material to develop tournament organizing to our current employer UAEIHA. Every tournament needs a timeline when different demands considering tournaments have to be filled, and it can be always determined by the size of the tournament when certain preparations need to start. By this we mean, putting all the details for example from deciding the organization committee for the tournament to game officials, will give a good picture for reader on what timeframe are certain decisions been made.

Every tournament is always different, and from this theses reader can see that UAE IHA had their own style to do certain aspects. In the end that is a richness to have a cultural or religion influence on the tournament. Same as a visiting new country, you want to explore the culture and see new things. Participants in tournaments also want these experiences.

Our thesis followed pre-event planning, tournament execution and post-tournament actions with a really close look-up. Giving this info out on how decisions were done and in what time frame are crucial for reader to understand how long certain actions took, and what should have been done better.

This thesis has all the details that were done by UAEIHA before the tournament. Going through all these phases gives a huge insight for reader to learn on how to fill these demands IIHF has for the organizing committee. UAEIHA will get a lot of needed info for future tournaments from this detailed following of the tournament preparation, but this info is also really beneficial for a person or club that is interested to organize a tournament. Seeing how one association had filled these demands, and succeeded on their decisions, can give the understanding for outsider to accomplish these tasks on a needed vicinity of certain tournament.

Going detailed the venue and accommodation used in U-18 Challenge Cup of Asia, will give reader a good picture what they had to offer, as we went through all the training facilities and dining possibilities. With this info everyone can understand what strengths the tournament had by choosing a multifaceted sites with good locations.

Following the tournament execution and its obstacles gives a good picture that even with good preparation tournament can still face some obstacles. From not getting information from cancelled practices to problems with wireless Internet, all these small issues the U-18 Challenge Cup of Asia had, have been put in to this thesis. We go through these obstacles and offer solutions that in the future, these kinds of problems can be minimized.

From local volunteers with national outfits, to Arabic music playing during the games, the project shows how UAEIHA tried to implement ways to bring local feeling to the tournament. This is not mentioned in the IIHF organizing committee manual, but we as an authors want to recognize these efforts from the UAEIHA as we see that is important to every tournament to have a special and unique feeling.

Both authors believe that by doing this thesis, we are able to help UAE IHA and people who are interested in this topic, by really explaining the phases in this tournament implementation, and having a privilege to be a part of the tournament and seeing in close distance how all decisions worked in the end. Going these steps through with details gives reader a good perspective on main aspects of these phases and prepares a person or a club that is interested on arranging any size ice hockey tournament to work through these steps.

Going through all the aspects of organizing U-18 Challenge Cup of Asia has gave both authors a good clear picture how this kind of an international tournament is run by. We have a privilege to be a part of good association in UAEIHA that puts a lot of efforts to create successful tournaments. Thinking about the facilities we had, it came to our mind that in the future, UAE can host even bigger international tournaments, with more recognized ice hockey nations. Officers Club hotel had great meeting rooms, dining areas and off-ice training facilities. With location close to renewed ice-rink, it can be a in a near future when Abu Dhabi has a chance to host big ice hockey event.

Authors had challenges to fit this thesis to our hectic schedules. Ice Hockey is still a new thing in United Arab Emirates and in Middle East overall. Developing the ice hockey in UAE and everything that concludes on it is a full-day work. It is also really inspiring to be a part of, as country has high hopes to be a recognized ice hockey nation one day. That's why we wanted to use all the free-time that we had from our real occupation to this work, as we see that this thesis can be used to make UAEIHA even stronger.

This tournament evaluation thesis will give a great outlook for reader on how ice hockey tournament hosting can be implemented. We are very satisfied how the tournament went, and we are happy to give all these details from the tournament back to organizer UAEIHA and all the people who are interested in this topic.

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