

Sport Event Management and Promotion

SWOT analysis

SWOT Analysis

A detailed examination that helps you look at internal aspects of your organization and sport event, along with external variables that may affect your overall success.

Strengths

Weaknesses

Opportunities

Threats

3 types of SWOT analysis for sport events

1. Analysis of the market beforehand
2. Analysis of your event and organization for sponsorship purposes
3. Analysis of your event after the event

Analysis of the market beforehand

- Usually conducted in order to decide whether or not to enter the market with a new event, or to measure the competition.
- The strengths and weaknesses are of other events which may compete with yours.
- The opportunities and threats will be much heavier here.

Analysis of your event and organization for sponsorship purposes

Take into account every detail of your event:

- Budget
- Personnel
- Volunteers
- Time
- Date
- Location
- Target audience
- Population size of area targeted

Analysis of your event after the event

- Often best if conducted by an external auditor.
- Must be planned before the event so that the evaluators are present at the event.

Strengths

- Internal resources available for planning your event.
- What distinct competencies do you bring to the event?
- What other competencies can you identify within your organization?
- What resources within your organization and community strengthen your position in planning this event?

Weaknesses

- Internal resources lacking for planning your event.
- What internal areas are critically inadequate, may be controlled or corrected by training, or require elimination before they undermine your event?

Opportunities

- Crucial information for assessing external situations that may directly or indirectly positively affect the plans you formulate.
- **What opportunities may:**
 - Increase your revenues
 - Generate greater public relations
 - Provide other benefits

Threats

- Crucial information for assessing **external situations** that may directly or indirectly negatively affect the plans you formulate.
- Examples:
 - Weather
 - Politics
 - Competition

Potential Organizational Strengths

- Event characteristics
- Financial capacity
- Staff experience
- Community support
- Brand strength and awareness
- Existing technology
- Available planning time
- Facility and location
- History and tradition
- Leadership skill

Potential Organizational Weaknesses

- Event limitations
- Financial restrictions
- Untrained staff
- Lack of community support
- Brand image
- Technological competence
- Short planning cycle
- Facility and location
- Lack of history
- Leadership inexperience

Potential Environmental Opportunities

- Potential sponsors
- Potential partners
- Untapped resources
- Underserved target markets
- Co-promotional opportunities
- Economic conditions
- Social trends
- Technological advances
- Political and legal environment
- Industry trends

Potential Environmental Threats

- Competitors
- Weather
- Environmental concerns
- Community dissent
- Labor, supplier, or transportation disputes
- Unfavorable economic conditions
- Political or legal uncertainty

Caribbean Crush SWOT Analysis

Strengths

- Only NCAA basketball tournament in November
- Showcases eight elite teams
- Hosted in an exotic location
- Interaction with prestigious corporate figures
- Support from high-profile sponsors
- Celebrity appearance
- Tournament supports a local charity

Weaknesses

- Limited number of volunteers
- Unique locations provides minimal travel options
- Size of the venue

Opportunities

- Global connections for corporate entities
- Exposure to media coverage
- Develop relationships with NCAA Universities
- Networking of sponsors and corporate entities with event guests and island locals

Threats

- Inclement weather
- Development of future NCAA basketball tournaments that model current tournament

Your SWOT analysis

- Should be an analysis of your event and organization **for sponsorship and promotion purposes**
- Should contain 5-10 of each element

Questions for external SWOT analysis:

- How was the event promoted?
- Who did the promotion target (demographics)?
- How many people were present?
- What was the capacity of the venue?
- Were those present representative of the demographic targeted? Why/why not?

- How many sponsors are represented?
- Who appears to be the biggest sponsor?
- Are the sponsors local, regional, national, or international?
- How are the sponsors represented (signs, over the public address system, social media activations, on uniforms, give-aways...)?

- What type of atmosphere is created?
 - Is the atmosphere dependent on level of play or game result?
 - What is done to influence the event atmosphere?

- Is the event organized well?
 - What is missing?
 - What have they done exceptionally well?

- How do they use celebrities and/or charity?

- How is the event priced?

SWOT analysis of Nymburk-Virtus Rome Event

Strengths

• **Atmosphere**

- Fanclub
 - Drums, horns, flags
 - Loud and authentic, but not overboard – good for family atmosphere
- Cheerleaders
 - Good that you have them, but not used well
- Mascot
 - Moved around a lot
 - Led the fans in cheering
 - Interacted with the children
 - Did creative things like get in the car
 - Appeared bored during the 2nd half of the game

- Music during timeouts

• **Advertising**

- Advertised next game in Prague
- Advertised Radost z hry
- Advertised Basket 4Fun with Rancik
- Advertised Sparta hockey (partner)

• **Demographics**

- Potential to draw a different kind of fan than just those already passionate about basketball just by expanding the current audience
- A good number of couples in attendance (almost as many women as men)
- 1/3 of those in attendance appear to be high school or college students
- Many basketball experts present

Weaknesses

• **Atmosphere**

- Only about 400 fans present in a hall with capacity of 13,000
 - All fans on one side of court
- The cheerleaders were over in the corner, far from the fans
- Too much dead time
 - Most timeouts nothing happened on the court
 - No halftime program
 - Public address system did not give any information during timeouts or halftime.
- There was no information given about the players from either team
 - Both teams felt like unknown faces
 - The announcer could not pronounce the names of the foreigners on Nymburk's team, much less Rome's. (The students around me were making fun of the announcer's mispronunciation)
- The game went into triple overtime, but the public address announcer and the cheerleaders did not try to get the fans excited and behind the home team. Only the fan club tried to create atmosphere during this exciting period.

• **Arena**

- Fans are far from the court
- Ice hockey walls still up
- Arena is pretty dark, like they are trying to save money on electricity
- Arena was cold: this is not inviting for fans

- No assistance finding seats eventhough all fans were seated in the same area
- Ushers rudely rushed people out of the arena after the game (yes it was triple OT, but they ruined the positive atmosphere of a win by being upset people did not hurry out)
- VIP seats are on the edge of the court with no fans behind them and all fans facing them. Many VIPs would not be comfortable sitting in front of this many people. (Some would like it, but a minority)
- After the game ended the concession stands had already closed. (again, yes triple OT, but people were even more likely to buy as they had stayed there longer than planned.)

• **Sponsor presentation**

- Difficult to tell what sponsors belong to Nymburk, which to Sparta, and which to the arena
 - I think Volkswagon, Louda, Turkish Airlines, and CEZ were Nymburk
 - Screens on the side were just advertising for the arena and Sparta
- The scrolling screens were only on one side of the court in front of player benches; fans were seated on the opposite side and could not see any of these. Perhaps they are just there for TV audience, but this is a miss.
- There was no mention of the sponsors over the public address system

Opportunities

- Atmosphere
 - Cheerleaders
 - Move the cheerleaders closer to the fans
 - Have them do some routines up in the sand with the fans
 - Get them leading the fans in cheers when the home team needs it (when the score is tied in OT)
 - Use the lights in the arena to add to cheerleader's performances on the court during timeouts.
 - Public address system
 - Have the announcer tell the fans to get excited or cheer for the home team
 - Express some excitement over a big dunk, blocked shot... by either team
 - Inform the fans about the players from both teams
 - Your fans know nothing about the players for the other team and very little about the performance of the Nymburk players from recent away performances.
 - As the players are warming up, inform the fans about players to watch from the opponent.
- Where the players played before, where they are from, recent statistics...
 - Tell the fans what a win or loss would mean for each team in the rankings
 - Inform the fans about the scores and results of other EuroCup games from Nymburk's group which are being played at the same time.
- Fan attendance
 - Create actions to draw more fans. Not just basketball passionate partisans and aficionados.
 - But if you draw these fans to the game you must create atmosphere more than just a good game to get them to come back. (I had 16 sport students there with me; I asked them a week later how many of them would go again even if given a free ticket and only 2 said yes. And this was an exciting game that went into triple OT!)
 - Basketball is not popular, and many people in the basketball world are too jealous of Nymburk to support them by attending games. Thus you have to create an exciting atmosphere that is not dependent on the game to draw and keep these fans.

Opportunities

- Sponsor activation
 - Mention the sponsors over the public address system
 - Thank them
 - Present a player of the half or quarter and call it the Louda player of the quarter
 - Tell how your sponsors help the team (“The Nymburk basketball team travels to 42 games per year in other countries thanks to Turkish Airlines. “Next Sunday Nymburk plays CSKA Moscow and will travel there with our sponsor Turkish Airlines...”)
 - Bring a representative from a sponsor onto the court to present an award to a player from the game or to the best player from a recent youth game.
 - Use them to sponsor much needed halftime competitions.
 - Volkswagon and Louda are sponsors, have cars in the stadium, but nothing is said about them or the cars that are there. Only the mascot got into the car once
 - Have the cheerleaders do one of their routines getting in and out of the car
 - Do a player interview in front of or inside the car
 - Say something about upcoming Nymburk actions.
- There were advertisements on the screens for Radost z Hry and Basket 4Fun, but most fans do not even know what these are. You have to explain, invite at least 6 times before an engaged fan will act.
- Jumbotron (big screen)
 - It did not add much to the game or atmosphere
 - Play re-plays of big plays, controversial plays (take from TV feed)
 - Show the fan club and mascot as they are adding to your atmosphere
 - Display your sponsors more often and in dead time
 - Give information about players from both teams
 - Show player interviews during deadtime from before the game
 - Show stats from recent games
 - Show highlights from both teams from recent games
 - Put a camera on people in the stands and show some fans on the screen
 - They will jump around and smile
 - Tell a couple to kiss
 - Make them do something funny with the mascot

Threats

- The atmosphere created at games right now is dependent on team performance. Thus fan attendance could drop if the team loses several games in a row.
- You play many games in 3 different leagues. The fans cannot orient as per where you are ranked in each league, which games are important, who is a difficult opponent, who is exciting... You have to inform them about your opponents and adjust expectations of results.

Reminder

Your individual SWOT analysis is due April 29th.

Prepare SWOT analysis of the marketing, sponsorship and promotion for one live sport event. Make sure that you cover all the questions from the Sport Event Analysis handout (in Moodle).