

Sport Event Management and Promotion

Contingency planning and Risk
management

3.2.2024

**57TH ČEZ JIZERSKÁ 50 HAS BEEN CANCELLED! LACK OF
SNOW AND WARM WEATHER DO NOT ALLOW TO
ORGANIZE THE EVENT**



The \$2.7 Billion Cost Of Postponing The Tokyo Olympics



<https://youtu.be/waU9bhQ-Zg>

Contingency planning – expect the unexpected

- Think of everything that can go wrong and create plans for when they do.
 - Murphy's law – “Everything that can go wrong, will go wrong.”
- Have a clear chart of responsibilities
 - “Its not my job!” = No job in the future

Risk Assessment and Management

- It is the responsibility of the organizer to ensure that all plans minimize the risk potential through a process of thorough self-examination
- Issues can be separated into four broad categories:
 1. Areas that may affect the health, safety, and security of spectators, staff, and participants
 2. Financial and legal issues that can threaten the ability of the organizer to complete the event
 3. Potentially catastrophic occurrences that can cause the event to be canceled completely
 4. Organizational failures or outside factors which could harm the reputation of the organization

Examples of contingency needs

- Bad weather
- Loss of electricity
- Injury or sickness of key person
- Registered team does not show up
- Concessions or merchandise runs out
- Violence, drunkenness, terrorism
- Over capacity
- **Health pandemics, War!**

New York City Marathon 2012

Organizer's perspective

<https://youtu.be/YRP1Gnebl6E>



Participant's perspective

<https://eu.usatoday.com/story/sports/olympics/2012/11/03/new-york-city-marathon-runners-raise-questions/1678517/>



Risks and Pressures

- Safety risk
- Reputational risk
- Financial risk
- Participants want to watch/ participate
- Sponsors want the activation they paid for
- City governments pressure both directions

Your decision has future ramifications

The Role of Management

1. Define roles and responsibilities of all involved
2. Develop appropriate checks and balances for effective oversight and control
3. Establish policy and control guidelines
4. Design risk measurement and reporting procedures

Tomáš Rosický Farewell

R10 The storm



R10 The storm



orm



June 2018



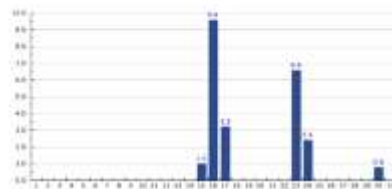
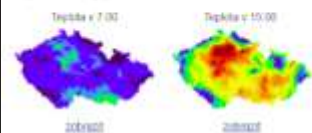
Event cancellation insurance

What could happen?

- **All the risks, that the insured organiser can not control**
 - the event does not take place due to a restriction on the use of the venue as a result of a natural disaster, due to a state of mourning, epidemic, or due to a car accident, airplane accident or cancellation of the flight of the participant;
- **Terrorist act**
- **Missing person**
 - the insurance also applies to an insured event due to the fact that a person, who is expressly insured and named specifically, will not appear at the event due to illness, accident or death.
- **Cancellation due to adverse weather conditions**

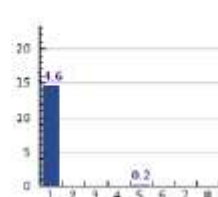
The storm

Teplovní mapy



Soukromé stanice - Praha

Stanice	Maximální teplota	Minimální teplota	Nárazový vítr	Směr	Relativní vlhkosť	Relativní vlhkosť
Praha, M. B. aneb	21.8 °C	20.3 °C	19 km/h	11.8 m/s	1010.5 hPa	92 %
Praha, S. Ústava, Čtrstě	32.3 °C	17.8 °C	11 km/h	12.6 m/s	1011.7 hPa	88 %
Praha, S. Ústava, alba	28.4 °C	17.4 °C	25 km/h	42 mm	1012.7 hPa	95 %
Praha, S. Ústava, osek	38.0 °C	18.7 °C	42 km/h	15.2 m/s	1012 hPa	93 %



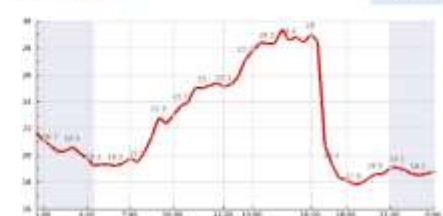
The storm

↑ Teplota ↓ Vlhkost ↓ Vítr ← Slabší → Silněji

Data: 08.06.2014 12:00



Data: 08.06.2014 12:00



Risk management responsibility

- Develop a checklist for risk management
 - What needs to happen, by when
 - Don't assume
- Facilitate development of and approve policy and control guidelines



Risk Management Process



https://youtu.be/aaa9lr_bkxs

The Risk Management Process

- Identify and evaluate loss exposures
- Select the most efficient method of dealing with the loss exposures
 - Eliminate
 - Transfer
 - Retain & reduce
- Monitor outcomes



Categorizing Loss Potential

- Direct property loss
- Loss of income
- Liability losses
- Loss of key personnel
- Loss of image



Risk Management Strategies

- Risk avoidance
- Risk assumption
- Self-insurance
- Insurance
- Loss prevention
- Loss reduction
- Risk transfer
- Hold-harmless agreements

Defining Risk Management Objectives

- Pre-loss
 - Operate efficiently in a risky environment
 - Keep the organization in compliance
 - with government regulations
 - With insurance company contractual warranties and provisions
 - Fulfill other risk and insurance related obligations
 - See that risk management principles and procedures are implemented and operate smoothly

Sparta vs Rangers Racism Accusations

A vertical timeline with a dashed line and soccer ball icons. The events are listed in alternating columns: left side (top to bottom) and right side (top to bottom).

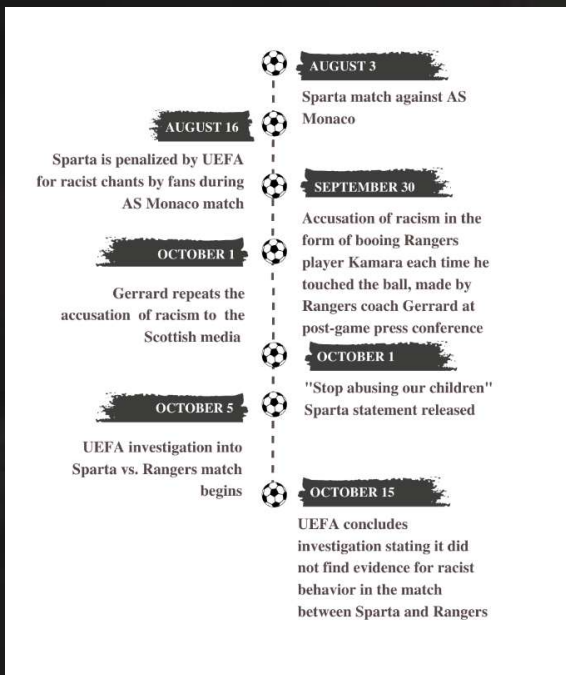
- AUGUST 3** (Right side): Sparta match against AS Monaco
- AUGUST 16** (Left side): Sparta is penalized by UEFA for racist chants by fans during AS Monaco match
- SEPTEMBER 30** (Right side): Accusation of racism in the form of booing Rangers player Kamara each time he touched the ball, made by Rangers coach Gerrard at post-game press conference
- OCTOBER 1** (Left side): Gerrard repeats the accusation of racism to the Scottish media
- OCTOBER 1** (Right side): "Stop abusing our children" Sparta statement released
- OCTOBER 5** (Left side): UEFA investigation into Sparta vs. Rangers match begins
- OCTOBER 15** (Right side): UEFA concludes investigation stating it did not find evidence for racist behavior in the match between Sparta and Rangers

Instagram post from **acsparta_cz** showing a poster with a man holding a soccer ball. The poster text includes: "Zamyšlíte se nad následujícími otázkami a promluvte si o nich s rodiči, trenérem nebo učitelem: ... MŮJ JSME SPARTA". The Instagram caption reads: "To se líbí tomasprikryl16 a dalším acsparta_cz 🍌 Věříme, že jednou z důležitých cest k odstranění projevů rasismu je výchova a vzdělání. Proto každý návštěvník zápasu obdrží dětskou publikaci, jejíž součástí jsou i pracovní listy o rasismu. Budeme rádi, když je učitelé a trenéři s dětmi využijí i mimo stadion. #acsparta"

Defining Risk Management Objectives

- Post-loss
 - Make sure the organization can survive losses
 - Try to lay a foundation allowing the event to grow and prosper in the same manner after a loss
 - Try to establish the organizations ability to behave responsibly towards the
 - Environment, employees, suppliers, customers, and the community

Sparta vs Rangers Racism Accusations



Dear sports fans,

We would like to thank Rangers FC for Thursday's fair sporting contest in the UEFA Europa League. It was an honour to welcome to Prague and at our stadium a famous and successful Scottish club, its players, the executive team and members of the management. We are convinced that they were satisfied with the service provided by our club.

We contributed to Rangers FC feeling as safe as possible during their stay in the Czech Republic. We were involved in ensuring their protection together with the security forces of the state and we took steps that went far beyond the standard procedures for organising international matches.

It is absolutely unbelievable that after a match we have to watch innocent children being attacked and face unfounded accusations of racism. Insulting children on the internet and in the media is unacceptable, desperate and ridiculous.

Stop attacking our children! Our club will proudly defend our children - our future and our pride. Slandering children on the internet is extremely cowardly.

We are seeing unprecedented xenophobic statements against the Czech Republic, its citizens and even its children on social media. You are describing the behaviour of children incorrectly, arrogating to yourself the right to judge the expression of emotions of six-year-old children who have no idea what racism is. It's an impertinence.

Sadly, we have to read the desperate attacks of lawyer Aamer Anwar, who goes beyond what a lawyer should be allowed to do. In the Czech environment, his conduct would have been dealt with by the Bar Association by now. His activism and online bullying should be dealt with by the relevant institution in Scotland. Inciting xenophobic tendencies and verbal attacks on defenseless children are beyond the pale of morality and decorum.

Finally, on behalf of the club's board, players, coaches and all staff, we would like to thank the children for a wonderful and unique atmosphere. Thank you. We love you. The parents who made it possible for their sons and daughters to attend, as well as the coaches and teachers who came to Letná stadium as supervisors and contributed significantly to the smooth organization of the match also deserve our thanks and respect. This match will go down in the club's history in a positive sense.

We ask the representatives of Rangers FC to do their part to stop the xenophobic atmosphere directed towards our children, our beautiful country and its inhabitants.

AC Sparta Praha

(*Stop Abusing Our Children!* / *Zastavte Urážení Našich Děti!* | *Sparta.Cz*, 2021)



Insurance

- General liability
- Athlete/entertainment medical
- Cancellation
- Weather
- TV mechanical breakdown
- Workers compensation
- Prize



Things to consider

- Event location (electricity, water, shelter, hospitals...)
- Access, Egress and sterile routes.
- Designate an Emergency Control Point.
- Designate a single point of contact to liaise with any Emergency Services.
- Brief your stewarding, security, contractors/stall holders and medical staff on procedures to be taken in the event of a significant incident.
- An evacuation plan.
- Security.
- Specify individual and organisational roles and responsibilities in an incident.
- Consider the resources (equipment and people) at your event and how they can be utilised and managed in the event of an incident.
- Plan for dealing with the media.

Your contingency plan

- What could go wrong at your event?
- Who is responsible for what?
- What insurance will be purchased?
(Where will you shift risk?)

