

Venues and venuisation

OBJECTIVES

- To understand the difference between site planning, operations, logistics, and overlay;
- To understand the venuisation process;
- To understand characteristics of venues and key FAs.

ILLUSTRATIVE CASE: QATAR WINS THE RIGHTS TO THE 2022 FIFA WORLD CUP BY PROPOSING NINE NEW EXPENSIVE STADIA

FIFA sent shockwaves through the football world on 2 December 2010 when it selected Qatar as the host of the 2022 FIFA World Cup, beating out the United States, Australia, Japan, and South Korea. A key part of Qatar's successful bid was the fact that the Middle East had yet to host the World Cup. Another part of the successful bid was the nine new proposed stadia, plus three renovated stadia, at a cost of US\$4 billion – this was only for the capital budget (sportcal.com, 2010).

In its plans, Qatar located 10 of the 12 stadia within a 30 km radius, making access to multiple matches on the same day possible for ticket holders. The stadia are inspired by, among other things, marine animals, “dhow” (local fishing boats), a local old fort, and traditional Arabian tents (*Sports Illustrated*, 2010). Qatar proposed that the top tiers of the modular-built stadia bowls will be dismantled and sent to developing countries.

Since its win, however, Qatar has revised its stadium plans down to building seven new stadia and renovating one, Khalifa International Stadium. The seven stadia built from scratch will boast new open-air cooling technology given the 50+ degree summer heat concerns for the World Cup (Aljazeera, 2019). How this new cooling technology will be implemented and how effective it will be remains to be seen.

THE THEORY BEHIND VENUES AND VENUISATION

Once the planning mode is done, the organising committee moves into the implementation mode. This starts with creating the venue plans. Proper venue planning and management is essential for the successful hosting of major sports events. Successful stadium development includes 5 stages (see Figure 15.1): developing a project vision; planning and feasibility assessment; permitting and design; construction; and operation.

Researchers have been interested in the link between large-scale facilities development in cities and the hosting of major sports events (e.g. Barghchi *et al.*, 2009; Augustin, 2009; Chalkley & Essex, 1999). The Olympic Games and other major

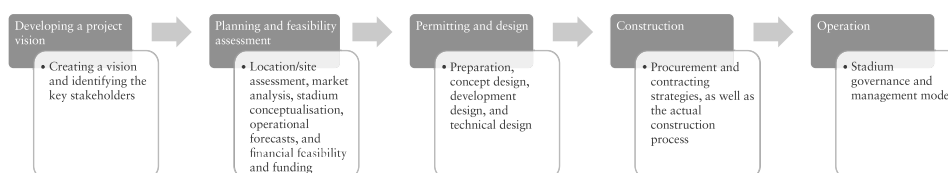


FIGURE 15.1 Successful stadium development.

sports events have been referred to as a *spatial event*, that is, as an event which cities want to host in order to increase their city's "attractiveness through the construction of a number of lodging, transport and communication facilities which contribute to urban transformation" (Augustin, 2009: 303). Spatial events are seen as a way to fast-track urban regeneration, reimagining, growth, and other civic strategies (e.g. Chalkley & Essex, 1999; Mason & Duquette, 2008).

Parent (2008) noted key issues that an organising committee must consider during the creation of the venue plans: politics, participation and interdependence, operations and infrastructure, human resources, and sport. Good working relationships with venue stakeholders (e.g. venue owners) are critical in this regard (Naraine *et al.*, 2016). Moreover, all Games FAs must integrate seamlessly and flawlessly together in the various venues for participants to have a positive experience. Integration of different FAs is therefore key. However, before the venue experience, there is the move of workforce members from headquarters to the various venues. This transition period is called *venuisation*, an important and stressful period which we will also discuss in this chapter.

But first, we review four main concepts for event venues: *site planning*, *overlay (OVL)*, *operations*, and *logistics (LOG)*.

Site planning, OVL, operations, and LOG

Site planning refers to the look and function of venues (Getz, 2005) while OVL refers more specifically to the temporary aspects of facilities and other installations for a Games (extra seating, tents, the colours, banners, signage, etc.).

Site planning starts with choosing venues. As Shone and Parry (2004: 121) noted, when finding the appropriate venue(s), event organisers should ask themselves (1) "what location is required?" which should be linked to the event's objectives; and (2) "what are the available venues within that location?" which should meet the event's given selection criteria. These location criteria include size/capacity, accessibility, centrality, clustering (closeness to other venues), appropriateness, cost, support function requirements (e.g. logistics, power, water, snow, concessions, toilets, drop-off and parking areas, locker rooms, waste, and administration), and perceived atmosphere/image (Getz, 2005).

Organisers have different event setting options (Getz, 2005):

- Activity-based: outdoor (e.g. baseball complex) or indoor (e.g. ice arena);
- Assembly (e.g. meeting and conference rooms);
- Processional (e.g. parade routes);
- Linear-nodal (e.g. marathon route plus staging and ceremony areas);
- Open space (e.g. outdoor festival amphitheatre, park, Games outdoor live celebration site);
- Exhibition/sale: where attendees can buy goods and services (e.g. wine-and-food show, Christmas craft show).

These venue types are interrelated – that is, a venue will often fit more than one type, such as a marathon competition venue which would be outdoor activity-based and linear-nodal. However, for major sports events, venues are typically divided along two lines by organising committees:

- *Competition venues* (e.g. arena, curling rink, velodrome, and swimming centre);
- *Non-competition venues* (e.g. athletes' village, MPC and IBC).

Site planning principles, according to Getz (2005), include:

- Legibility (clear landmarks, assembly points, pathways, districts);
- Capacity (the maximum number of people, which is usually calculated based on fire and safety regulations, as well as on the desired customer experience);
- Crowd control and crowd management;
- Queuing (avoiding line-ups where possible);
- Traffic and flow (separating types of clients, separating pedestrians from vehicles, avoiding dead-end paths, etc.);
- Meeting special needs (aurally or visually impaired) and accessibility requirements (e.g. for wheelchairs, for attendants of persons with disabilities).

One particular note on crowd control and management (see Getz, 2005 for more information): the term *crowd control* is typically reserved for police and other law enforcement agencies, whereas *crowd management* includes security measures, as well as site design and operational factors, which will (hopefully) enhance the various clients' event experience but do not include force/law enforcement per se.

As well, within a given venue, we will speak of *front-of-house* (FOH) and *back-of-house* (BOH). The FOH refers to what the general public can see, such as ticket booths, security checkpoints, concessions, and concourse areas. The BOH is the operational area, as well as where athletes and officials, media, and dignitaries enter. These groups typically do not mix together and even less so with the general public in the FOH for the larger sports events. Accreditation (i.e. security clearance for specified venues/zones) is needed for the BOH area. Each client group (i.e. athletes, media, and dignitaries) will have their own areas with their own security checkpoints, toilets/locker rooms, lounge/working areas, and seating.

Next, venue *operations* refers to the actors, procedures, and systems of the competition or non-competition venue coming together within a set of spatial and temporal constraints to offer different services to different client groups (Beis *et al.*, 2006). As Beis *et al.* (2006) explained, venue operations during an Olympic Games is characterised by a high volume of demand for services from a multitude of different groups in a very short period of time (e.g. 17 days) and in very specific locations (the venues), with the demands being often lacking in stated specific requirements.

Getz (2005) suggested that there are three operations-related subsystems: (1) *Customer-oriented systems* (crowd control and management, customer service,

queuing issues, traffic flow, parking, accessibility issues, etc.); (2) *producer- and supplier-oriented systems* (managing participants, the media, performers, and VIPs; building/maintaining the infrastructure; contingency planning); and (3) *communication systems* (equipment, accreditation, hosting, and procedures for the media, as well as performance scheduling).

Finally, site planning and operations are critical, but you need to get the materials and people into the venue during venuisation. LOG refers to the timely coordination of materials and people on a given site, both for delivery or commissioning and for take-down or decommissioning. LOG can also include permits for access to venues and procurement/supply-chain management (Getz, 2005; Van der Wagen & Carlos, 2005). For example, LOG will be involved in the planning of when a venue will be taken over from the venue owner by the organising committee and will then coordinate the arrivals of people and materials for the various FAs. Project management tools come in quite handy here!

Within the literature, site planning, operations, and LOG are usually found within the area of facility management. Beyond examining venue costs (see Chapter 6), studies within this area have notably focused on (1) facility location and spaces; (2) facility attendance and satisfaction; (3) green management/sustainability; (4) risk and security; and (5) legacy and post-event use. We will discuss each in turn, reserving risk, security, and legacy/post-event use for Chapters 16, 17, and 21, respectively.

Facility location and spaces

One recent area of interest in facility location is the concept of themed sports zones within cities. Themed sports zones are pockets within a city where we find a coming together of multiple sports facilities to give these “sport cities” coherence and visibility (e.g. for branding purposes). Smith (2010) examined four themed sports zones in Manchester (UK), Cardiff (UK), Doha (Qatar), and Dubai (UAE), and found that, to be successful, these sports zones have to be pre-planned as such rather than an afterthought of building a new sports facility near an existing one as a convenient branding opportunity. Azzali (2016) delved deeper into Doha’s themed sports zone following the 2006 Asian Games, with findings supporting those of Smith (2010):

there is potential to realise sports-oriented areas that are fully integrated into cities, but the design of a comprehensive and long-term plan is needed. Moreover, providing a sports city with a variety of different activities and functions will contribute to attracting different types of users and will avoid occasional use.

(Azzali, 2016: 393)

Because this remains an emerging area of study, much can still be examined regarding sports zones beyond associating them with branding, such as the logistics behind such an area, the strategic value and return to the city, the management of such areas, and so on.

We also have studies examining empty lots/building spaces and parking spaces. For example, we have seen an increase in informal sport participation such as increasing numbers of people running or people playing football, basketball, or ultimate Frisbee in a local park or empty lot. Bach (1993) argued that these empty lots, parks, and so on can be considered as informal sports facilities, a complement to the built, formal sports facilities. Bach further suggested urban planners and municipal sport policy-makers should keep in mind these informal spaces in their planning. In turn, there is literature on parking facilities and their revenue generation function (e.g. Burns & Faurot, 1992), as well as simulation models of parking movement (e.g. Young, 1986). Despite the research, we continue to see a lack of parking provision (cf. Henao & Marshall, 2013) for major sports events, which explains the importance of efficient and effective public transportation for sports events.

Facility attendance and satisfaction factors

A significant body of literature relating to facilities focuses on facility attendance and satisfaction, or the user experience. In the context of recurring sports events, such as a Formula 1 race, Jae-Ahm *et al.* (2016) found convenience, facilities (including location), game experience, price, and promotion to be the 5 service quality attributes which significantly impact return intentions. From an athlete's perspective, Parent *et al.* (2014a) found the athletes' village environment, the quality of the sport venues, travel issues, security, the ceremonies, and medical services to have the most effect on young athletes' positive experience of the YOG.

In turn, Wakefield *et al.* (1996) examined the factors within a facility related to attendance and satisfaction. They found that the feeling of being crowded was a major turnoff. This crowding out could result from the feeling of being cramped in your seat (small seats, sitting tightly side-by-side) or of difficulty reaching the seats, the restrooms, or the concessions – thus, of the traffic flow within the venue. Besides building a new facility, these problems could be remedied by larger seats, improved directional signage, and helpful staff. Another factor was the look of the facility or its aesthetics, which includes fresh paint, cleanliness, and decor choices. A third factor was parking accessibility and capacity. The final factor was the scoreboard, both in terms of its technology but also its “entertainment” use during times of less interest on the field. More recently, Anderson *et al.* (2014) examined user experience at an outdoor aquatic facility. They found that the weather and natural environment, the facility's physical makeup, the activities engaged in at the venue, management/administrative issues faced, and the community and family to be key factors in the users' experience. If we look at winter-based, outdoor venues, Deng *et al.* (2019) found heating cushions on seats – as opposed to offering heating gloves or footpads – had the best thermal evaluation and feeling of comfort, which improves the venue user's experience. Slavich *et al.* (2018) warn that the facility (seating, architecture, and quality) and its electronics (lighting, music, and jumbotron) are only two of four factors predicting spectator satisfaction; the others were team composition

(degree of rivalry, competitiveness, and importance of the game) and team traditions (jersey colours, past traditions/history, and fans' coordinated behaviour). Interestingly, concession aspects did not predict satisfaction.

One major pain point for most venue users is the crowds and queues. It seems that how people feel in a line is more important than how long the line is (Nie, 2000). Think of Disneyland or Disneyworld; parents and children may wait over 45 minutes for a ride, but they are ok if they are entertained or distracted – in other words, if their stress levels are decreased by the event organisers through entertainment and distraction (Davis & Heineke, 1994; Nie, 2000) as well as through facility layout (Baker & Jones, 2011).

Another way to decrease stress and wait times is to use one of two queuing strategies: the shorter parallel lines or the longer serpentine line. While both are effective, both also show inefficiencies (Swanson, 2015). The shorter parallel line is dependent on having multiple staff on hand (one for each line) and to avoid perceived unfairness when people who arrive later end up being served earlier as they found a “quicker” line. In contrast, the serpentine line requires much more physical space – which may affect other consumers if they are blocked by the long line; however, the fairness issue is resolved, and the fact that “baby steps” can be taken as each person is served provides an impression of movement and therefore makes customers happier than parallel lines (Collier & Evans, 2009).

Finally, we find studies focusing on people with disabilities, men versus women, and volunteers. Grady and James (2013) noted that both physical and service needs interact to create a service experience for spectators with disabilities. Sungwon *et al.* (2005) examined facility satisfaction of people with disabilities in South Korea, finding that these individuals were usually dissatisfied with transportation, parking, entrances, passageways, elevators, restrooms, venue (directional) signage, reserved seating, guest services, and administrative services within sport facilities. Thus, the authors argued that governments and sport facility managers should pay particular attention to these areas. In turn, Trail *et al.* (2002) examined gender differences in facility satisfaction of venue characteristics. They found that the overall cleanliness of the venue, the restrooms, the staff, and the audio experience were more important to women than men. Interestingly, they also found satisfaction with certain venue factors – specifically parking, venue cleanliness, and audio experience – depended on the type of event being showcased, in this case women's teams playing versus men's teams playing. Farrell *et al.* (1998) examined the link between volunteer satisfaction and the event competition facility. The authors found that the physical aspects of the facilities (e.g. parking, restrooms, air quality, and traffic flow within the venue) were part of volunteers' overall satisfaction with their sport event experience.

Green management/sustainability

According to the United Nation's World Commission on Environment and Development (1987: 16), sustainable activities are those activities which meet “the

needs of the present without compromising the ability of future generations to meet their own needs". These needs involve social, economic, and environmental considerations – the infamous triple bottom line. Over the past decade, major sports events are following this trend. The 2010 Olympic Winter Games, for example, had all its competition venues LEED (Leadership in Energy and Environmental Design) certified at a minimum of a silver level – the levels from lowest to highest being certified, silver, gold, and platinum. VANOC even collaborated with the Canadian Standards Association to create Z2010: "Canada's first event management standard for business, culture and sport event organizers. Z2010 is based largely on VANOC's Sustainability Management and Reporting System" (Vancouver Organising Committee for the 2010 Olympic and Paralympic Winter Games, 2010b: 6). In turn, the 2018 Gold Coast CWG obtained a 6-star Green Star rating for world leadership in sustainable construction, a 6-leaf certification for the athletes' village, and ISO (International Organisation for Standardisation) 20121 sustainable event management certification (Gold Coast 2018 Commonwealth Games Corporation, 2018).

A significant number of studies are being published related to green management and sustainability. We find, for example, studies trying to define and theorise about what sustainability means for facilities generally, and for the Olympic Games more specifically. Lindsay Smith (2009) examined the concept of sustainability within the conference industry. She provided an overview of the history of the USA Green Building Council's¹ LEED certification, the need for top management's commitment to sustainable practices, areas to focus on, important metrics, and checklists for planners and vendors. She explained that LEED sets strict guidelines for facilities regarding the sustainability of sites, energy and atmosphere, indoor air quality, water efficiency, and materials and resources. Smith suggested areas to focus on for environmental policies in facilities, including waste reduction and diversion, energy conservation (both in building mechanics and building operations), and water conservation. To determine the degree of success or performance of a facility regarding sustainability, and hopefully encourage better practices, Smith argued that waste diversion, energy consumption, and water usage were the three key metrics or measurements. While this article refers specifically to conference centres, there is a definite parallel with sport event venues.

Costello *et al.* (2017) conducted a waste audit of the University of Missouri football stadium. They found that 47.3 metric tons (mt) of waste was generated, with the majority (29.6 mt waste) coming "from off-site, pre-game food preparation activities; of which over 96 percent (%) was pre-consumer and un-sold food waste. The remaining 17.7 mt originated from inside the stadium; recyclable materials accounting for 43%, followed by food waste, 24%" (1236). From this, Costello and colleagues found scenarios to achieve zero-waste compliance may not be the best way to reduce greenhouse gas emissions. More effective strategies included eliminating edible food waste and recycling. Rajan and Booth (2016) obtained similar

findings in a waste audit of the 2015 Prince George Canada Winter Games, in that the largest contributor (one-third of all waste) was food waste.

One key issue seems to be the difference between intent and behaviour. While event stakeholders push for sustainable practices and environmentally friendly events, they don't actually act on that intent as much (Zawadzki *et al.*, 2016). To improve recycling behaviour, Zawadzki and colleagues (2016: 289) suggest that "greater knowledge about the venue's infrastructure, higher motivation to recycle, and higher behavioural capacity to recycle" are needed. Mallen *et al.* (2010a;) offer 10 competencies related to sustainability and facilities management, including business acumen and environmental awareness, environment technological advances awareness, sustainability trends awareness, understanding of certification (e.g. LEED) programmes, and best practices.

We encourage sport event management researchers to continue examining facility management in relation to major sports events. There are a variety of avenues for future research, such as examining competition vs. non-competition venues, planning and logistics, and sustainability. In itself, sustainability has great potential as an area of study in sport event management. Finally, another key gap is an understanding of the venueisation process – that is, the transition from headquarters to venues.

THE PRACTITIONER'S PERSPECTIVE ON VENUES AND VENUISATION

In this section we discuss management considerations for venues and FAs, paying particular attention to the sport and sport production FAs. While many Games-time FAs are reviewed here, we reserve the accreditation FA for Chapter 17 on security, given the intrinsic link between accreditation and security.

Venues

Venues are identified as *competition* and *non-competition* to differentiate between the places where the athletes compete and the places where all other activities related to the event take place. Usually we will see one sport per venue, although that sport can include multiple disciplines and sport competitions going on at one time, and there can be a changeover (called a *sport transition* in Games jargon) of one sport for another at some point during the event. Also, several venues sharing similar profiles, location, or sports can be grouped together to form clusters or even mini-clusters if there are only two or three venues. Venues can also be combined to share BOH space and be more efficient.

There is always an athletes' village of some kind, whether purpose-built or in one or more hotels. Non-competition venues include the athletes' village, airport, training venues, MMC, IBC, hotels serving as accommodations for dignitaries and

event officials, and so on. While planning for competitions venues is driven centrally by the venue management team (VMT) around SPT, planning for non-competition venues is often a gap. There is rarely a central resource cohesively driving and aligning the planning for non-competition venues. There are two main reasons for this: 1) the fact that there is no unifying sport backbone, and 2) the mixed use and diverse range of stakeholders involved with the different non-competition venues. So what often happens is that planning for these venues moves in all directions and paces, major competition venue milestones are missed (like locking down your drawings; FF&E; or signage requirements), and then a lot of energy has to be invested at a late stage to put non-competition venues on track with competition venues.

It is necessary to further separate the competition venues into FOH, which is where spectators are located, and BOH, which is for specifically accredited visitors, athletes, media, and workforce (including contractors, suppliers, etc.). FOH also extends outside the venue, usually all the way to “the last mile”, that is, one mile (or kilometre) out from the venue. From this point onwards, the “venue experience” starts. This type of delineation and clear separation creates a meaningful boundary to segregate activities relative to the user group – for example, spectators in the stands (FOH) and athletes in their dressing rooms (BOH). It also creates a standard reference for all conversation internally and externally. Training workforce is aided by the use of generally understood terms. Just like enduring businesses, these terms create a language that is quickly and easily understood and becomes a common frame of reference for communicating the volume of information that flows constantly in the preparation and execution of an event.

Each venue is divided into zones which are given both letters and numbers. It is a combination of these letters and numbers that permits access for workforce and visitors to all or some areas of the venue. Access is permitted through an accreditation process (discussed in Chapter 17) and includes work considerations (what people need access to in order to do their jobs), security considerations (attempt to restrict traffic, e.g. athlete and VIP areas), media considerations (where the media can have access), and protocol considerations (political, sport, and social). Another tool that is used extensively in relation to venues is CAD drawings. These drawings provide a priceless tool to chronicle the life of all buildings and property associated with an event. They are available to the FAs, allowing individuals and groups to access common, current information and use it effectively for discussion and decision purposes. Thus, these venue CADs are necessary for FA planning and for coordination between functions. The CADs allow FAs to see the venues virtually as they move through the progressive stages to completion and also to plan without physically being in the spaces. The CADs provide a fluid story of progress from which to work. As Figure 15.2a demonstrates, an aerial image of the venue location may be good for a basic overview of where the MPC will be, but it does little for the actual planning of the venue. Figures 15.2b and 15.2c, in contrast, provide details of where different FAs will operate. It is also important to note there can and will be many iterations of the CADs before the final version is approved (e.g. the CADs

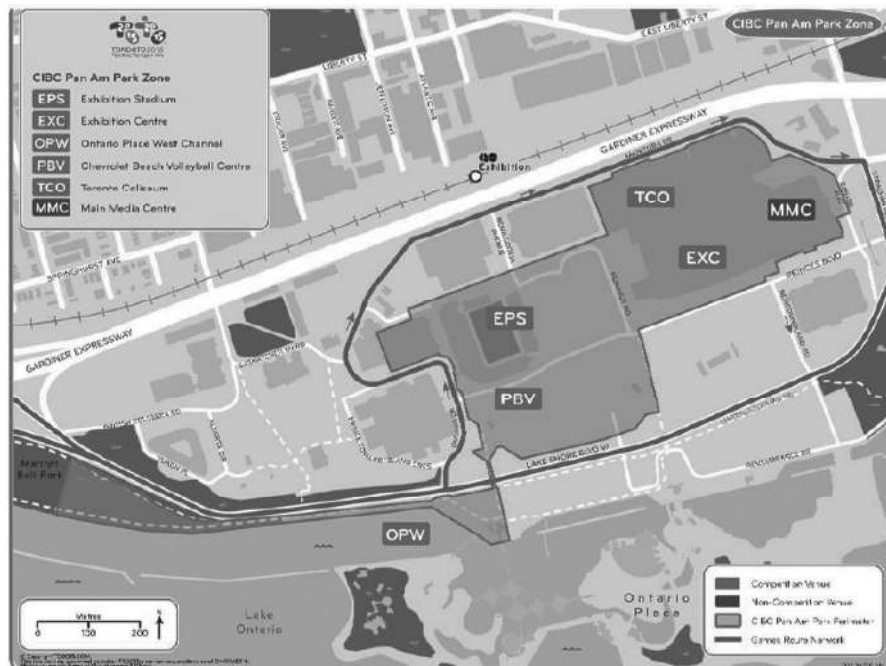


FIGURE 15.2a CADs of the Toronto 2015 Pan and Parapan American Games MPC. Credit: TM/MC © Used under license from the Canadian Olympic Committee, 2020; Paula Kim.

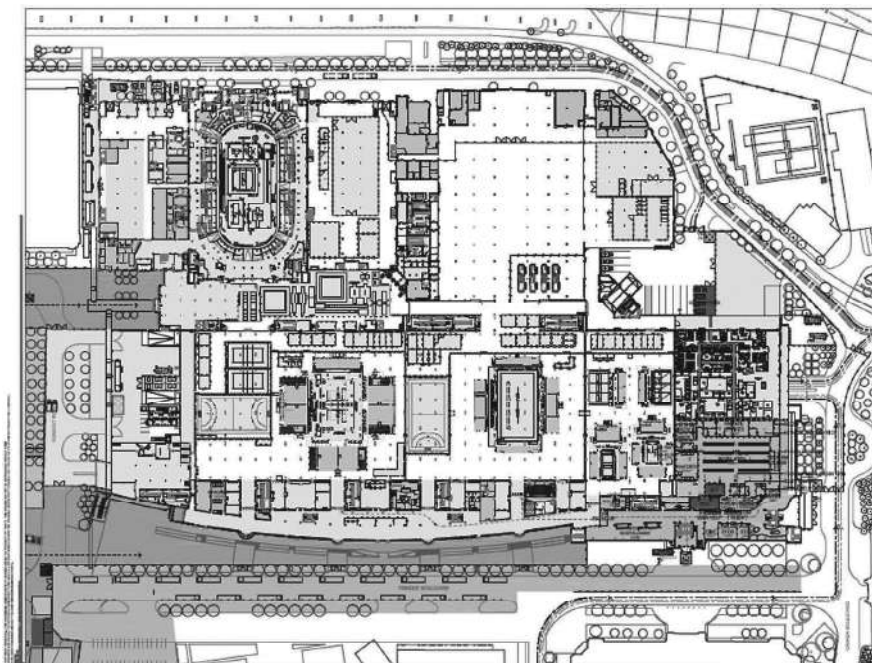


FIGURE 15.2b CADs of the Toronto 2015 Pan and Parapan American Games MPC. Credit: TM/MC © Used under license from the Canadian Olympic Committee, 2020; Paula Kim.

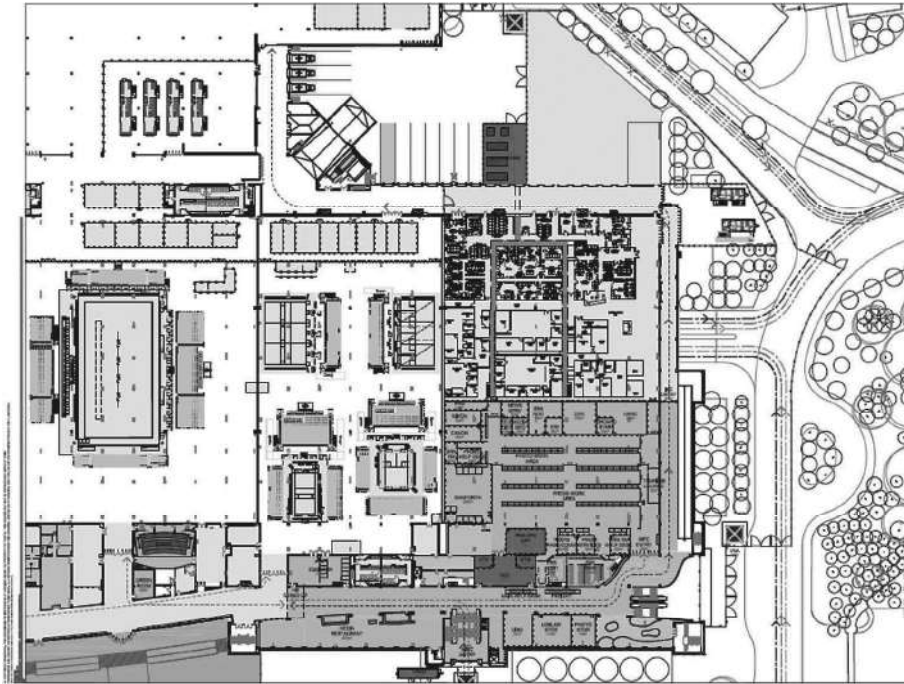


FIGURE 15.2c Continued.

in Figure 15.2 were the fourth iteration). Even then, there may be some last-minute changes to accommodate important guests or to fix unforeseen crowd-management or traffic-flow issues, for example.

Functional areas (FAs)

During the time that the venues are being constructed, the FAs are located in other places, typically the organising committee's headquarters. The reporting structure for the workforce is within their own FA. When the construction is complete, some FAs will move, and there will be a new reporting structure. FAs transition to the venues in graduated stages relative to construction completion dates; this is done in coordination with LOG and the timeline of the competition schedule. By Games-time, all FAs in the venue will report to the VGM for the duration of the Games, as well as to their own FA superiors. This is called *dual-reporting*.

It is worth noting that a smooth transition from one office to the other and from one management team to another is dependent on two things – critical path planning and the leadership and management skills of the VGM and associated team. In enduring businesses, people learn to work with the differences in personality and leadership style, and eventually settle into a rhythm. With temporary organisations, the “settling in” time is reduced, and the workforce must adapt quickly. While the VMT is not brand new to the workforce because they too have been located in temporary offices and have conducted regular meetings with all of the FAs that will

transition during Games-time into that venue, there is still an adjustment for most people in changing their reporting structure.

The first groups to venueise are LOG and operations, followed by the VGM and his/her team, and finally the other FAs in a planned and staggered sequence. The groups that typically move to the venue include: VMT; SPT; sport production; EVS; F&B; cleaning and waste; TEC; accreditation; press and communications; broadcast; protocol; security; transportation; medical; and anti-doping. Some of these areas are discussed at greater length in other chapters. Here, we will discuss the VMT; SPT; sport production; EVS; F&B; cleaning and waste; and LOG and OVL.

Venue management team (VMT)

The VMT is responsible for the management and administration of all activities that occur within and surrounding the venue. All FAs in the venue report to the VGM. The interpersonal and management skills of this team need to be superior because this is the “head office” during Games-times for the FAs on-site. Before the move to the venue, people would have gotten used to one manager (their FA manager); now they must adjust to an additional one. When the blended team connects in a cohesive way, it creates a supportive, reduced-stress environment for everyone to work in. That does not always happen, and the collective stress affects both individuals and the venue environment in general. As mentioned in the workforce chapter, just because a person previously worked at a sports event, it does not mean that they have all the requisite skills. There is no performance management to rate individuals at the completion of an event. If the Games were a success, all associated are blanketed with a successful performance. Thus, the VMT’s responsibility is essentially one of a coach to motivate, to lead by modelling behaviour, to intervene quickly when activities or processes have become problematic – perhaps not in the traditional HR sense given the context of major sports event during Games-time, where firing people may not be possible – and to communicate effectively in a direct, consistent, powerful – even fierce (read: “no monkeying around”) – and confident yet empathic manner, while still doing it in a way that invites respect from the rest of the VTeam. VMT is also here to help FAs resolve unforeseen issues on the ground in a quick and coordinated manner, and to relay any changes centrally. Sometimes extra assistance can be requested centrally, particularly when a solution requires messaging or involvement of wider Games stakeholders.

THUMBNAIL 15.1 Summer sale

By Sandrine Simonnet, venue and event logistics architect – OrangeFrog Logistics

Preparing the Women’s World Cup, I discovered that a commercial mall is attached to the Nice stadium. Both the delivery and shipping docks for all the stores are inside the stadium, and the trucks have to pass through a security gate and use the internal service road to access them.

From a security standpoint, the delivery process had to be altered, both for the mall store owners, the stadium tenants (other companies, year-round residents), and the venue management company. Information meetings were fundamental in passing the message on to ensure all partners affected by this exceptional procedure were fully understanding and adhering to it.

The communication went well with most of them; we just had a surprise around an unclear regulation regarding a public parking regularly used by mall shoppers. For this reason, an improvised coalition of shop owners rose up and made an official complaint to the prefecture; as a temporary FIFA representative, I had to attend their hearing to defend the organising committee's position.

Under the shop owners' pressure, the local authorities gave in and extended the mall hours on MD-1 and MD (Match Day), which had a direct impact on our security activities before opening the stadium gates to the public. The national and local police forces had to reassess their plan as well to ensure that the overall security sweep could be run and completed within these new time constraints, and add directional signage for late shoppers, also warning them about potential towing instances.

Building a respectful relationship with the shop owners and the mall management company was probably one of the very frustrating episodes of this event, as threats of taking legal actions to court were heard. Luckily, with more negotiations and a lot of diplomacy, we all came to a suitable agreement.

Event services (EVS)

EVS is responsible for the flow of people coming into the venue (ingress) and out of the venue (egress). Their primary client group is spectators. Crowd modelling and queue design are their areas of expertise as they try to always keep people moving. EVS typically also manages spectator information booths and lost-and-found points, and are here to provide spectator assistance. They work in close coordination with first aid/medical teams and ticketing teams (for ticket resolution). There is substantially more workforce required for this area because their activities are so broad and include both FOH and BOH. They are the on-the-ground eyes and ears, because they are virtually everywhere around the venue and can quickly alert other FAs to potential or "in-the-moment" situations or challenges. However, as many EVS staff are outside the venue, they often have less-than-ideal jobs and may not even see any events – contrary to popular belief. But they definitely get noticed; everyone who was on the Olympic Park in London 2012 remembers EVS workforce members on top of umpire chairs, joyfully guiding the crowds or using the famous foam finger to give directional signage.

They are critical for the successful management of any event venue.

Sport (SPT)

The SPT FA is in charge of the technical, FOP issues. They are in direct relation with the IF relevant to their sport and are also in charge of ensuring compliance with the rules of sport and seeking approval from IFs. This includes how many teams/competitors will compete; the structure of the competition; the schedule; the quality of the actual FOP (e.g. the grass, the ice, the water); the decision to go ahead (or not) with an event due to weather or other considerations; the practice session schedule; team arrival, placement/locker and meeting rooms, and departure; coordination/assistance with anti-doping controls and other medical aspects; and so on. While SPT and sport production (see below) are central to major sports events (without SPT, there would be no major *sports* event), there is unfortunately a lack of research in this area. The logistical issues themselves require analyses to determine best practices; this can be associated with research on facilities management related to multi-venue events, for example. There are also differences associated with indoor versus outdoor sports and venues, or road events, including managing the weather factor and its impact on the management of the sport and sport production in that venue.

Sport production

The sport production FA is in charge of the surrounding fan experience associated with what happens on the FOP. This includes fan entertainment before the game, during pauses in the game, and even after the game; the music, images, and information provided on the jumbotrons and scoreboards; the ceremonial aspects (e.g. medal and flower ceremonies on site); and so on. Music, for example, is part of the sound space of a major sports event, which must be imagined, constructed, and managed. This may become difficult for certain sports or countries that have particular cultures or traditions. The presence and impact of the vuvuzelas, a staple of South African football culture, was quite an issue to manage for the organisers at the 2010 FIFA World Cup, as they were perceived to be distracting to non-South African fans, participants, and television spectators (see also Hammond, 2011).

There is a general belief that sport is a spectacle; it is often commercially focused and includes the production of a variety of rituals and social messages using different actors, and varying uses of the concepts of masculinity, pride, chance, and rage (Joseph, 2005). Since the sport spectacle is simultaneously produced and consumed, the production aspect has implications for the SPT FA manager, the sport production manager, the facility manager or VGM, and the overall event manager, all of whom need to coordinate their efforts for the event to be successful.

One aspect of sport production which is of interest to researchers is fandom (the fans, the spectators, and their experiences and motivations). Fans are important to sport organisations, largely for economic reasons. There are three types of spectators that the sport production manager should consider: the in-venue spectator, the at-home spectator, and the public consumption spectator. This last type is argued

to be the best of both worlds: the social interaction from the in-venue (with friends and new acquaintances in the bar, pub, café, or restaurant) and the control of home television viewing (e.g. being able to switch between channels) (Eastman & Land, 1997). The social interaction aspect for both the in-venue and public consumption spectators also includes dealing with your enemies, that is, the fans of the other team(s) or competitor(s). Rival fans appear to experience stimuli (pictures, associations of their favourite) differently (Hillman *et al.*, 2004); this is also linked to the concept of fan identification (Hu & Tang, 2010).

Thus, sport production managers should be cognisant that those attending an event will not all respond in the same way, thereby requiring the sport manager to cater to the different groups. Language is also an important consideration given the international profile of major event spectators in an arena. Moreover, given spectators' economic importance, sport organisations should cater to their needs and wants, as well as to consider the costs associated with being a fan (e.g. the cost of tickets, of concession foods and beverages, of merchandise and memorabilia). The degree to which a sport organisation (e.g. a sports team, an organising committee of a major sports event) is perceived to care about its fans can be termed *fan orientation*. Fan orientation is linked to fan loyalty – that is, repeat purchase (Bristow & Schneider, 2006).

An interesting point to consider from a sport production perspective for spectator attendance (the fans) is that while men usually display more sport fan behaviour (e.g. watching sports, discussing sports, and knowledge of sports) than women, when it comes to sports events, there is no significant difference (Dietz-Uhler *et al.*, 2000). As well, attendance at professional and amateur sports events is dependent on individuals' socio-economic status, with income and education being independent factors (White & Wilson, 1999). Thus, sport production managers need to cater equally to both men and women, their respective likes and dislikes, as well as determine their attendees' socio-economic status to better know with whom they will interact. Fan motivations can be tapped into by sport production managers to build the event experience. Wann *et al.* (1999; Wann, 1995) believed that fan motivation is based on self-esteem, escape, eustress (the arousing of senses and seeking of stress), entertainment, aesthetics, group affiliation, economic factors, and family needs.

One key strategy for sport production managers to engage and interact with the fans and spectators at an event is the fan zone or live site. These areas can be in public places (e.g. town squares) or be part of a venue (e.g. a waiting area before entering the venue). They can include live entertainment, such as street performers, and/or entertainment on large television screens. The concepts of fun, entertainment, and peaceful interaction are promoted. As Lauss and Szigetvari (2010: 737) explained of Euro 2008's fan zones, "Fans were offered different roles so that their emotions could be positively channelled, and non-violent, friendly relationships between strangers could flourish. Ties between fans were established both by the macro-architecture of the zones and the type of entertainment offered". At the 2010 FIFA World Cup, Roberts (2010) discussed three types of crowd control in the event-specific public spaces: policing nuisance behaviour, restricting social

movement protests, and using volunteer welcome ambassadors (to promote national pride). These three strategies each impacted attendees' (locals and visitors) experiences of the event "space". Management considerations, best practices, and knowledge transfer would be good avenues for future research in this area.

It is worth noting also that the first ever client guide published by the IOC was the *Olympic Games Guide on Olympic Spectator Experience* as spectators represent the largest client group of the Games. This before even a potential athletes guide, where athletes, who certainly are not the most numerous population, are the most important; they are "at the heart of the Games".

The importance of sport and sport production and their impact on other functions

VMs create daily run sheets, which are detailed schedules that include the precise time allocations for the start and finish of competition, and the operations of every other FA based around the sport schedule. Everything that affects the athlete, from medical services, doping control, transportation and accommodations, and changes to ceremonies that will make it better for the athlete, will be facilitated by the SPT and sport production FAs. SPT is notably responsible for producing the immediate, real-time results, which are distributed not only to the athletes and delegations, but also to the media, dignitaries, the rest of the organising committee, and even spectators. SPT also chooses, in consultation with the IF, the equipment for the event, like nets, balls – such as the Telstar Mechta, the official ball for the knockout stage of the 2018 FIFA World Cup, Russia (FIFA, 2018a) – scoreboards, and even the placement of officials, which have an impact on the decisions made by other FAs such as sport production, security, EVS, and press. Likewise, depending on the schedule established by SPT and the respective IF, this will impact TRN, workforce, protocol, security, F&B, cleaning and waste, TEC, press, anti-doping, medical, sport production – essentially every other FA in the venue.

The technical delegate for a specific sport has the purview to change or postpone a competition or practice due to weather. Strong winds, a thunderstorm, or a snowstorm would be examples of situations where changes in the schedule would be warranted. Such changes would not only affect the athletes and the spectators, but would also impact many FAs, including press, security, EVS, protocol, workforce, F&B, TRN, etc. – again, essentially all other FAs that operate during Games-time.

Finally, a decision by sport production to add, for example, pre-competition entertainment would impact the existing schedules of EVS, F&B, workforce, and security, not to mention the coordination and cooperation that is required to execute the change in a seamless manner with all FAs.

Food and beverage (F&B)

F&B negotiate/provide all of the food and beverages that are required for both FOH (spectator areas) and BOH, which includes the workforce, athletes, media,

and lounges for accredited guests. They also negotiate/provide F&B for athletes in their village or designated athletes' area, as well as food for the media in the MPC and IBC. It can be a challenge for this group to maintain both the level of service and the quality and variety of the food for the duration of an event.

Food is important for both sustenance and for the perk factor of obtaining a meal. It can negatively impact athletic performance as well as workforce morale if it is poor or there is not enough, and can even catch the attention of the media if the food is questionable.

Food provision has evolved for athletes at the Olympic Games over the past century (Pelly *et al.*, 2011). Even today, however, because budget is always a consideration, what F&B would like to provide and the end result may differ. During the 2002 Salt Lake Olympic Winter Games, there were anecdotal stories about the food that was served to VIPs and other accredited guests – hotdogs (which incidentally was the same food provided to athletes throughout the 2011 Pan American Games in Guadalajara, Mexico, Doolittle, 2011). In contrast, at the 2006 Torino Olympic Winter Games, VIPs ate multiple courses of gourmet food and drank a variety of wines in lounges draped in crisp white tablecloths. So, the 2010 Vancouver Olympic Winter Games saw itself as being in the middle, with a variety of appetisers and soups, and one choice each of red and white wine for the accredited guests lounge.

Notwithstanding, as sustainability and food waste are now a major consideration, major sports event organisers are challenging the traditional notion of the provision of full meals for certain client groups. For instance, when Games take place in a major city offering a wide range of restaurants or in cultures where people dine late and where a meal is a social activity and can also be an entertainment, will people really choose to eat at venue for two weeks where, despite best efforts, food style does become repetitive eventually? Why should organisers go out of their way to meet requirements or over-scope levels of service that are contradicted by client-group habits? If waste happens, they will get the blame.

Food and how we consume food has now become a key concern. When will major sports events and rights-owning organisers agree to help drive society behaviour change?

Cleaning and waste

Cleaning and waste is an essential service for obvious reasons. During winter sports events, snow removal often becomes a part of this group's duties. Because their area of responsibility extends to a predetermined fenced perimeter surrounding the venue, cleaning and waste workforce members are charged with the safety and access of all traffic – pedestrian and vehicle traffic – into and out of this area. The Games must go on, and this group of people do what is necessary to make that happen in a seamless way. Collection of garbage; cleaning washrooms, lounges, and public areas; and dealing with spills are activities that consume this group. At summer Games, managing ice for athletes also falls under their responsibility – as does disposing used ice before it melts and creates a health and safety hazard. They offer

various levels of service – with the quickest response being for the Olympic Family in the case of the Olympic Games – and are increasingly important, especially with the growing interest in sustainability and green initiatives (e.g. recycling). Common measures implemented at venue level include dividing waste into three streams – green waste, recycling and non-recyclable waste – and reducing the number of bins on venue (or even not having bins in certain spaces).

Logistics (LOG) and overlay (OVL)

LOG is the hub of any event for providing supplies, FF&E, and services to equip and present the “look of the Games”. The demands on this FA, despite extensive pre-event planning, are often “just-in-time” and simultaneous with other FAs’ requests. Inventory moves constantly, and short of cloning themselves, sometimes there are waits and delays. LOG also works closely with security to ensure that any outside supplies or services are security screened once the venue is locked down for Games-time.

OVL is the “look of the Games” thanks to the temporary structures. It is planned before venuisation and executed as soon as the venue is turned over to VMT from construction. As Games-time approaches, it includes banners, wrapping of buildings and temporary structures, and signage inside the venues. OVL staff must be sensitive to sponsor signage and rights holders’ (e.g. the IOC or FIFA) restrictions on what can be left visible relative to brand names on fixtures and other equipment that is not that of a Games sponsor. Therefore, OVL works closely with the marketing FA. When budget cuts affect OVL, they have to do more with less to fill spaces, and satisfy many masters regarding the look, including protocol, security, EVS, and rights holders.

OUTLOOK, TRENDS, AND INNOVATIONS

Venue building and new technologies seem to go hand in hand. So it should not come as a surprise that future trends and innovations are technology-heavy. For instance, KPMG (2013) suggests 11 trends for stadium management, which all have a technology component:

1. Safety and security;
2. Cashless stadia;
3. Environment;
4. Big screens and video cubes;
5. HD video;
6. LED;
7. Social media;
8. Wireless;
9. Mobile applications;
10. Ticketless;
11. Dynamic ticket pricing.

SportsPro (2019) adds that sports stadia in the future will have driverless cars, connected transit, data-inspired product lines, streamlined shopping, battery storage, and smart flooring. These are exciting times for sport event venues and participants!

The current shift from a venue management model to an event delivery model also has major planning implications. One focuses on processes, the other on outcome. One is based on a unique tangible infrastructure (a venue), the other on a competition with an eye to repeating it. One is the “traditional” way of planning for multisport events, and stems from a practical and objective way of looking at departments and FAs and their interdependency; the other is an import from single sports events and so-called sport business.

But in an organising committee, how does this affect relationships between departments and FAs? The strength of the venue management model is that all the VTeams share a common and deep level of knowledge and understanding of activities and procedures on venue. For instance, everyone has contributed to key foundation documents such as the venue concept of operations, gaining valuable horizontal insights in the process. Can the same be said for the event delivery model? And what are the implications when things go wrong?

Venue management is also more neutral in approach; informed and balanced decisions are made in the best interest of the VTeam, including for the competition. The event delivery model is more subjective and hyper-centred on the event, that is, the competition and “the event” that is thereby created and sold to spectators.

Why is the event delivery model traditionally used for single sports events being applied to multisport events? Is it because of money or about the athletes? Games are far more complex to plan and deliver than tournaments; what are the risks involved with “rationalising” planning? And conceptually, should Olympic Games just become a sum of tournaments happening in the same time and at the same place?

As planning is underway for the Paris 2024 Olympic and Paralympic Games and a new multisport event like the European Championships Munich 2022, it will be interesting to see which planning approaches are consolidated and perhaps developed. One thing for sure is that managing a venue as far as the site and the people are concerned is not like managing an event.

CHAPTER SUMMARY

We began this chapter by distinguishing between the concepts of site planning and OVL. We examined site options and distinguished between competition/non-competition venues, as well as FOH and BOH. We then turned to operations and LOG, and explored facility location, facility attendance and satisfaction (user experience), and especially green management/sustainability.

From a practitioner’s perspective, we classified venues as *competition* and *non-competition* and explained the differences. The use of CADs by FAs was also

discussed. We further explored different key FAs and their roles before and during a major sports event, paying particular attention to the VMT, the FAs' adaptation, and reporting structure changes, citing as well new challenges with concerns around sustainability and common practices. Finally, we examined the importance of the SPT and sport production FAs and their impact on other functions.

EXPERT CASE: THE FRENCH FLOW

By Sandrine Simonnet, venue and event logistics architect – OrangeFrog Logistics

Starting the venuisation of the Allianz Riviera Stadium in Nice, France as a team of one, six months before the first match, proved to be challenging for multiple reasons. I eventually gathered a team two months later, which was essential to be able to focus on the details that would prevent the team from moving forward.

Geographical and political contexts

The City of Nice hosts a lot of sport events year-round. After the successful EURO 2016, the city got selected to welcome the FIFA Women's World Cup. Public transport to the remote stadium had been a question in 2016, and despite various discussions with the local authorities, it remained unresolved at the time of the event, creating some transportation and security dilemmas for all expected populations to reach the venue. Including the authorities, neighbouring businesses, the metropolitan institutions and the venue owners in the debates was a cogent intention to bring together all the affected stakeholders. However, it also delayed crucial decisions for the organising committee to move forward, from a planning, contractual, and operational standpoint.

Local habits

The Nice stadium was built for EURO 2016 and, luckily, is new enough to properly cater an international event. It is mostly used for football matches when the OGC Nice (local Ligue 1 team) plays against visiting teams. Other corporate events also take place there throughout the year, including some coordinated by the facility management company on behalf of the stadium tenants. Designing the zoning to determine which population takes which path created conflict with the habits of these everyday users of the venue. Stating how the FIFA rules translate was often perceived as a confrontation to the "business as usual": "why can we not do as we always do?" Managing the resistance to those changes took much longer than expected until my external partners could/would come to a full understanding and agreement.

Blueprints

Given the architecture of the stadium, some adjustments had to be made to the zoning of the different areas, along with unbolting some seats to meet the FIFA corporate social responsibility commitments (an example was to create a space for the disabled spectators wider than the existing one). Building another platform to ensure that two distinct populations would not cross paths became a lengthy discussion leading to a combination of a financial, operational, and protocol decision. Part of my duty was to ensure that the training of the Spectator Services staff was strong and clear enough to avoid any confusion, regardless of the populations asking questions.

Site visits

As my team was growing, so were the questions on the flows of people during the tournament. The site visits were meant to clarify details that had potentially been overlooked and that my team and I were to address. Being on site was greatly beneficial to understand the reasons why some of the maps were far or close to reality. The final one happened 45 days before the first match; after that date, maps were set in stone, and any change declined. This added to the pressure felt on site; managing the tension, communicating the decisions, and finalising the validated drawings mobilised all my team's and my attention.

Signage everywhere

Getting an almost brand-new stadium is definitely a blessing – less so when it comes to rebranding it totally for an international event. The intention was to cover almost all of the 600+ “Allianz Riviera” signs that were sealed/glued/screwed/hung to the building's rooms. The scouting exercise meant to inventory all the signs was actually incomplete, which led my team to spend more time checking every single item to ensure it could be properly covered or removed/put back together post-tournament. Thinking ahead *before* the start of the event is crucial when it comes to the dismantling phase. More often than not this happens a bit late in the operations phase, and giving a heads up to contractors to handle the signage removal in the middle of their high season quickly turns into subtle negotiations and contractual amendments.

Smoking or not smoking

FIFA's Corporate Social Responsibility has been extended to allow spectators to smoke outside the stadium, yet within the security perimeter. This has led to numerous mediation meetings to address and arbitrate on what would be the most realistic option. Security and Ticketing were heavily involved as it implied an unplanned re-entry step we had to control to keep the stadium safe and our entries as accurate

as possible. Now, when a majority of French spectators turn up to a stadium, one needs to be prepared that smoking is, by default, not even a question; the smokers will smoke, and, without any strong enforcement, the rule inviting them to go outside the stadium to smoke is simply ignored.

Team effort

Each teammate brought some very clever points to the game, and this was essential to everyone's survival (yes, survival). Unfortunately, one of them had to be let go, showing a poor performance and a behaviour that was affecting the rest of the team's morale; I simply could not afford it in such a short time dedicated to delivering a World Cup. This is one of the least pleasant decisions I sometimes have to make, and keeping my team's enthusiasm and motivation as high and engaged as possible remains my responsibility.

CASE QUESTIONS

- 1 Which elements described in the expert case can be considered as a priority to attend to? Why?
- 2 In the context of the case, what other aspects of Corporate Social Responsibility should be added? To what extent?
- 3 Do you think the venue manager should be part of the recruiting process for his/her team? Why or why not?

CHAPTER QUESTIONS

- 1 What is the difference between site planning, overlay, operations, and logistics?
- 2 Think of a sport event you know. List, in turn, all competition venues, then all non-competition venues. Give examples of who would use each type of venue.
- 3 How can you cohesively align the planning for competition venues and non-competition venues such as the airport and official hotel?
- 4 How can venues and VMT contribute to the efforts on sustainability and the environment?
- 5 Compare and contrast the VTeam model and the event delivery model. In your opinion, which one is better for multisport events and why?

NOTE

- 1 There is also a UK method (the Building Research Establishment Environmental Assessment Method; see <https://www.breeam.com/>); an Australian method (Green Star; see <https://new.gbca.org.au/green-star/>); and a Japanese method (the Comprehensive Assessment System for Built Environment efficiency; see <http://www.ibec.or.jp/CASBEE/english/>).

FURTHER READING

If you are interested in event venues and facility management, we recommend the following:

- Fried, G., & Kastel, M. (2020). *Managing sports facilities* (4th ed.). Champaign, IL: Human Kinetics Publishers.
- Schwarz, E. C., Westerbeek, H., Liu, D., Emery, P., & Turner, P. (2017). *Managing sport facilities and major events*. London, UK: Routledge
- Smith, A. (2016). *Events in the city: Using public spaces as event venues*. London, UK: Routledge.

RELEVANT WEBSITES

- Stadium Managers Association: <https://www.stadiummanagers.org/>
- What is CAD: <https://www.youtube.com/watch?v=x1rxXm6sG9Y>
- Richmond Olympic Oval: <https://richmondoval.ca/>
- KL Sports City Project: <https://www.youtube.com/watch?v=gkWAZb4MoTE>
- Singapore Sports Hub Project: <https://www.youtube.com/watch?v=RohhBhhG6Hw>
- ISO 20121 Sustainable events: <https://www.iso.org/iso-20121-sustainable-events.html>
- BREEAM: <https://www.breeam.com/>
- CASBEE: <http://www.ibec.or.jp/CASBEE/english/>
- Green Star: <https://new.gbca.org.au/green-star/>
- LEED: https://www.cagbc.org/CAGBC/LEED/CAGBC/Programs/LEED/_LEED.aspx?hkey=43680f7a-955c-4345-9983-e8cb8683121a
- Carbon footprint calculator: <https://www.carbonfootprint.com/calculator.aspx>
- Socialtables: a pocket planner to determine F&B, staffing, and safety needs in a venue according to industry standards