



**M** | SPORT MANAGEMENT  
UNIVERSITY OF MICHIGAN

# SPORTING EVENT BID COMPETITION

## THE COMPETITION

The University of Michigan *Sporting Event Bid Competition* (SEBC) invites student teams to prepare a bid to host a major sporting event. Sponsored by the Michigan Sport Management Program, the competition aims to generate and share new ideas about how event organizers, host cities, sport institutions and other stakeholders can collaborate to deliver major sporting events.

### 2017 THEME: THE 2028 GLOBAL GAMES\*

For the inaugural competition, the SEBC invites student teams to prepare a bid for a city of their choosing to host the 2028 Global Games\*.

The Global Games are imagined as a sports event that will attract the best athletes from all over the world in a wide range of sports that command global attention. Such events, given the growing importance of sport in global culture, have the capacity to project a transformative image of the host city, with long-ranging consequences for their future, be it in terms of economics, culture, infrastructure, or prestige. At the same time the cost and complexity of delivering a major sporting events present a growing challenge. This competition provides an opportunity to explore these challenges and to develop imaginative solutions.

Student teams are welcome to propose a bid for any US city—large or small. While the bid proposal should be feasible, the judges will not favor bids simply because they are based around principal cities such as New York or Los Angeles. The Global Games are imagined as an event that will bring athletes together and so the most likely focus is a single city, but bid teams are also welcome to develop a proposal that will involve more than one city as long as the games have a concentrated geographic focus.

*\*This event is fictional and is not connected with any existing competition.*

## THE PRIZE

The winning team will receive \$5,000. The entries of the winning teams and the finalists will be featured on the competition website, [kines.umich.edu/SEBC](https://kines.umich.edu/SEBC).

## TIMELINE

The competition will run in two rounds.

- **Round 1:** Teams will submit a proposal by April 1, 2017 outlining a plan to stage the sporting event in their chosen city or region. The winners of Round 1 will be announced on May 1, 2017.
- **Round 2:** The winners of Round 1 will submit their final proposal by September 1, 2017 and present their proposal to a panel of expert judges at the University of Michigan on September 8, 2017.
- The deadline for registering for the competition is January 31, 2017. The fee is \$50 per team.
- Those interested in entering the competition are encouraged to pre-register at [kines.umich.edu/SEBC](http://kines.umich.edu/SEBC) by December 31, 2016; the website will provide regular updates relating to the competition.

## BID REQUIREMENTS

The organizers have designed the bid requirements in line with conditions laid down to host major sporting events such as the FIFA World Cup, The Olympic Games, The Pan-American Games or the Commonwealth Games. But for the purposes of the competition we have significantly reduced the scope of the bid submission.

Teams are strongly encouraged to study the bidding processes of major international sporting events to inform their own bid. Bid teams should also take account of the fact in recent years the cost of hosting large events has escalated and increasingly host cities face significant budget constraints. Bidders for the Global Games should focus on ways to organize the event in such a way that it does not impose an unsustainable long-term burden on the host.

Bids should address the following questions:

- What is your team's vision for the Global Games in your chosen host city?
- Why will your Global Games inspire people around the world and in the host city?
- What will be the legacy of the Global Games in your host city?
- How does your team plan to stage the event?
- What will it cost and who will finance the Global Games?

### ***The Structure of the Bid Document***

Your bid should focus on three main elements:

#### **1. Your Vision for the Global Games**

What is it about your bid and your city that will inspire and motivate a generation of citizens, athletes, and a global audience? In developing your plan you should focus on the history of your city/region, its current status and the legacy you expect to derive from the event. What are the themes that will create a memorable Global Games which will be a shining example to future generations?

Consideration should be given to the following factors:

- The characteristics of your city and its people
- Those factors that make your location especially attractive relative to potential rivals
- You should seek to pre-empt any obvious criticisms that might be leveled against your bid

You should be careful to be clear on what you are promising and how you expect to be judged against these promises.

## 2. Facilities and Operational Plan

How does your team plan to stage the event? You should envisage:

- An event that will be organized around 25 sports in total. The sports you select must be drawn from the membership of SportAccord, the international federation of sports governing bodies. Your list of sports must include athletics and swimming.
- An event that will run for 14 days in the summer.
- An event that will attract teams from up to 200 nations across the planet and will need to house up to 10,000 athletes and up to 2,500 officials
- Selling in the region of 5 million event tickets
- Up to 500,000 visitors coming from across the world
- A ten-year preparation period from award of the games to the event itself

Your plan needs to show that you have the capacity to provide all of the necessary facilities, drawing a clear distinction between those facilities that exist already and those that will require construction.

Note that you are not required to deliver a plan related to security, legal issues, drug testing, medical facilities, broadcast facilities.

Your bid document should focus primarily on the following issues:

### (i) Games organization

Identify the main stages involved in organizing the Global Games- the bid phase, the preparation phase, the event phase and the legacy phase. Who will be responsible at each stage? How do you envisage building the necessary coalition of partners? Who are the key actors? Consider the structure of organizations required to deliver the promised outcomes. What is the timeline for delivery?

### (ii) Venues

What structures will be needed to host the individual events on your program? You should consider issues such as venue size, suitability for the event in question and legacy use. As far as possible venues should be located at a short distance from the athlete's village to facilitate easy transport to and from events.

### (iii) Athletes' Village

The Athletes' village is at the heart of the Global Games. It must be provide suitable accommodation during the games while having a practical use after the event. The requirement in terms of space should be made precise and an exact location identified.

### (iv) Transport

The transport plan must take account of existing capacity in the city and any additional capacity that will be required. Traffic flows at peak times should be considered with a practical plan for showing how athletes, officials and spectators will be able to enter and exit the venues in a timely fashion. The plan should make clear how existing transport modes will be employed (e.g. cars, buses, trams, trains) and if any additional transport capacity is required, either on a temporary or permanent basis. If permanent the rationale in terms of meeting the city's needs should be articulated.

### **(v) Accommodation (other than for athletes)**

The accommodation capacity of the city should be analyzed and its ability to cope with a large influx of tourists should be examined. Consideration should be given to types of accommodation and likely costs. How long will visitors stay? Will additional capacity be required, and, if so, will it be on a temporary or permanent basis?

Environmental impacts of any new construction or redevelopments should also be considered in the bid document.

### **3. Budget**

Given your proposal under the previous section you should outline your budget. This will include:

1. Capital cost relating to construction and renovation of facilities and infrastructure
2. Operational costs of the games themselves
3. Costs related to adapting infrastructure in the post games period
4. Revenues generated by the sales of tickets, merchandise, sponsorship and broadcast rights
5. To the extent that there is a deficit you will need to indicate how it can be met.

At the bid stage the budget can only be indicative, but where investments have been identified in the facilities and operational budget they should be costed against a credible benchmark. All significant activities in relation to staging the games should be accounted for in terms of the personnel required (Full Time Equivalents), salary costs including overheads and any other large identifiable expenditures.

Likewise revenue estimates should be based on a realistic assessment of potential income backed up with supporting arguments. Consideration should be given to risk factors involved with project and the need for contingency funds.

Successful proposals will combine an exciting vision for the games themselves, a credible legacy, a practical delivery plan and a realistic budgetary framework.

### **CHECKLIST OF TECHNICAL REQUIREMENTS**

At a minimum, each bid must include the following:

- Proposed dates and overall timeline. The timeline should focus on the preparation and construction phase, and specify a number of test events to be held before the games in order to ensure that facilities are fully operational.
- A list of proposed sports and events selected from the SportAccord list of full member federations. The sports you select should be chosen on the basis of their appeal to the sporting public
- A map indicating the location of proposed venues, villages, and other major infrastructure
- Venue inventory and plan: Identify venues to be used, indicate whether of existing, temporary, and new. The inventory should take account of the planned capacity and the ability to meet the ticket sales target (approximately 5 million). Bidders may choose a configuration of capacity that suits their needs, subject to providing a stadium with a capacity of 80,000 for athletic events and an aquatic center with capacity of up to 15,000.
- Athlete's village plan: A plan for the athlete's village, accommodating up to 10,000 athletes, number of units, location, cost. This could be based around existing facilities or built from scratch. If the latter, then estimates should include construction cost and resale value.
- Transport infrastructure plan: A plan for conveying athletes, officials, and spectators to and from venues etc. during the event. Consideration must be given to existing traffic capacity in the city and the extent to which additional transport capacity will be required for the games and how it will be supplied

- Accommodation analysis: Hotel inventory, capacity, plan for dealing with shortcomings.
- Operating budget: What are the major operating revenue and cost items? This need be no longer than one page, listing only the largest items plus a contingency.
- Capital budget: What are the major capital expenses? This need be no longer than one page, listing all the major items plus a contingency. How will they be paid for?

Real bid documents for major sporting events entail a level of complexity which is beyond the scope of this competition. This is a fictional competition, and contestants should not assume that the project conforms to any particular existing competition.

In drawing up your bid document, ignore the following aspects usually found in actual bids:

- The provision and cost of security, both in the city and at the national border
- Legal or legislative issues connected to liabilities, protection of intellectual property, and travel arrangements for overseas athletes, officials, and visitors
- The organization and funding of doping testing
- The organization and funding of an international broadcast center
- Energy requirements

## **SUBMISSION DETAILS**

### **Eligibility**

Bid teams will consist of four people. At least two must be registered in a sport management program, and the team must include at least two undergraduate students. Students must identify a faculty advisor.

### **Requirements**

The bid document must be in PDF format (color or black and white), 8.5"x11" (portrait or landscape), and no more than 5,000 words and 50 tables, figures, maps, and/or images. The first page of the document must list all team members and the faculty advisor. Entries must be emailed to [umich-sebc@umich.edu](mailto:umich-sebc@umich.edu).

## **JUDGING CRITERIA**

### **First round:**

The judges will give equal weight to the three elements of the bid: Vision, Facilities & Operations, and Budget. Judges will base their decision on the following criteria:

1. Originality and creativity: Does the bid make a compelling case for the host city?
2. Feasibility and affordability: How likely is it that the bid could be realized in practice?

### **Second Round:**

The finalists will be expected to make a half-hour presentation of their bid plan followed by a half-hour of questions from the jury. The teams will be allowed to use any visual aids they deem appropriate. The presentation should be based on and expand their original bid document.

The jury will expect to see all members of the team participate fully in the presentation process. The travel and accommodation expenses of all the finalists will be covered.

## **AWARDS/PRIZES**

In addition to the \$5000 first prize, the jury will issue commendations to projects in competition. The bid documents of the first round winners will be posted on the competition website, and a video the final round presentations will also be produced.

Copyright in the bid materials will remain with the teams, but it is a condition of entry that the bid documents can be posted on the competition website along with video recordings of the finalists' presentations.

## **JURY**

The jury will consist of academic experts and business figures with experience in the process of hosting major sporting events, including:

### **John Kristick**

John has been Global Chief Executive of ESP Properties and GroupM ESP since September 2011. ESP Properties is an international sports and entertainment marketing company and is part of WPP, the world's largest marketing services company. He has 25 years of experience working on major international events. Prior to joining ESP, he served as Managing Director of Premier Partnerships. He also lived for 15 years in Europe, where he served as Executive Director for Infront Sports & Media AG, one of the world's most prestigious sports marketing firms. In this position, he was responsible for all marketing. He also led their business activities and further expansion across Asia. John was the Managing Director for the USA World Cup Bid Committee, the organization tasked with preparing the United States' bid to host the FIFA World Cup in 2022.

### **William Martin**

Bill Martin has been on the board of directors of the U.S. Olympic Committee since 1995 and has served on its budget committee. He is president of the United States Sailing Foundation and also served as president of the U.S. Sailing Association, the national governing body of the sport of sailing from 1988–1991. He was University of Michigan Department of Intercollegiate Athletics Director from 2000 to 2010. In 1968 he founded First Martin Corp., a real estate construction, development, and management firm that has developed 35 major office, commercial, industrial, and residential projects in Ann Arbor, Michigan. Martin has served as president of the Washtenaw Land Conservancy since 1981 and also has been a board member of the Ann Arbor Public Schools Foundation and Washtenaw Technical Middle College, a charter school. He has taught courses at Muskingum College, Eastern Michigan University, and U-M's Ross School of Business.

### **Lauren Pober**

Lauren is Director of Marketing at Fox Sports Detroit. She has experience in business development, fan activation, advertising, sponsorship, large scale event management, and local and national promotions. She has worked at sports organizations including the Florida Panthers, the Washington Nationals, the Chicago White Sox and the XFL. She also worked in Special Events for Mayor's Office in Chicago.

### **Jeffrey Porter**

Jeff is an American track and field athlete who competes in the 110-meter hurdles. He has a personal best of 13.08 seconds. He has extensive experience of international athletic competition and represented the USA in London 2012 and Rio 2016 Olympic Games. He also represented his country at the 2011 Pan American Games, coming fourth in the hurdles. In light of his achievements, he received an elite athlete development grant from the USATF Foundation in February 2012. He is a graduate of and competed for the University of Michigan and was the 2007 NCAA indoor champion in the 60-meter hurdles. He currently serves as the Chair of the Athletes Advisory Committee for USA Track & Field and as an Independent Director for USA Taekwondo.

### **Stefan Szymanski**

Stefan is the Stephen J. Galetti Professor of Sport Management at the University of Michigan. He is an economist who specializes in the economics of sport and has written extensively on the economics of hosting major sporting events and has acted as advisor to sports governing bodies and national governments on economic and organizational issues. He is author of over 100 publications in peer reviewed journals and seven books, including the *New York Times* bestseller *Soccernomics*.