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**EXPLORING THE POSSIBILITY TO REVAMP AND REVITALISE THE SPORTS
EVENT MANAGEMENT SECTOR IN DEVELOPING NATIONS – AN ANALYSIS OF
THE MTN LAGOS INTERNATIONAL HALF MARATHON**

Final Master Thesis

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Abstract

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Developing nations such as Nigeria have been plagued with a lack of vigour in their sports event sector which in other nations serves as a significant economic force. The goal of this paper is to highlight ways in which sports events in developing nations can be conceptualised and effectively hosted. The first part of this paper contains the literature review which highlights different studies done on sports event management and utility to society. The second part deals with analysing the various issues and problems in sports event management via a case study format of the Lagos International Half Marathon event. The third part of the paper then provides conclusions and recommendations based on personal experiences and reflections from the case study.

INTRODUCTION

Relevance and topicality.

Major sports events belong to fast-paced event industry and require involvement of different stakeholders, for instance sport's governing body and athletes, event organizers and volunteers, sponsors, and last but not least authorities of public sector

The global image of major sports events, when the TV-viewer sometimes hardly recognize in which country the event takes place is certainly an interesting topic from project management point of view. One can assume that such activity involves many standardized processes

However, how does it work on public sector level? As long as the engagement of public authorities is not only political patronage but includes allocation of public resources it is more than important for the society as a whole to understand these principles

Mainly because of the economic loss that an event can cause also in public sector, consequential disillusion and future economic barriers for tourism development and sundry associated projects

The topic of the thesis in question is set to address the under developed sports industry infrastructure prevalent in developing countries; citing avenues for improvement, revenue generation, sponsorship both from corporate and public entities in order to revitalize and revamp all sectors of the sports economy and plausibly generate profit from a population base of over 180 (One hundred and eighty) million people internally and potentially a billion people across the continent by extension

This will be done via the avenue of sports events management drawing upon the experience of the author in hosting similar events in the past as well as with regard to various sources, authors and reputable sources

The aim and objectives of this thesis will be to recognize and draw attention to the leveraging power, influence and the significance of sports as a vehicle for promoting national unity and as an instrument for youth empowerment, socio-economic development, general well-being of inhabitants of developing nations, image and brand equity and also to interrogate the fact that despite huge sums of money spent by Government on sports, these developing nations have failed to optimise their full potential in terms of restructuring, repositioning and reorganising sports in their countries and how best to redress the anomalies

The research problem addressed in this paper is, how to capitalize on sports events by revamping the Sports Industry

The object of the paper is formulated around the lack of sports event capitalization in developing nations

The aim of the paper is to present a framework for sports event capitalisation

To reach the aim of the paper the following **objectives** were set:

1. Theoretical analysis of sports event capitalization in developing nations and the issues contained therein
2. Using the MTN Lagos International Half Marathon as a case study on how to address the issues and concerns raised
3. Providing further solutions and recommendations on how to effectively and efficiently reduce the core problem areas identified and more importantly analyse the prognosis for the future and espouse how the subject event can be used as template to optimize the innate potentials of sport event management

The paper is **structured** in 3 main parts.

The first part. Literature review presenting academic material and publications revolving around the importance of sports events as a useful tool for business and helping the economy and cohesion of a nation

The second part. A Field analysis which will consist of empirical research, where the objectives of the research, research methods used, the study itself, and its results are analysed accordingly

In the third part. Problem solutions were based on the literature review and field analysis specific solutions to the problems identified will be proffered and substantiated

Research methods:

1. Case Study – this will be a review of a previous sporting event held (MTN Lagos International Half Marathon) along with quantitative data related to the event.

2. Qualitative research – this will include excerpts from documents and references from interviews with the experts, marketing and branding teams and advertising agencies, digital communication agencies, the sports federating unit The Athletics Federation of Nigeria and relevant parties

Information sources. In this paper; reports, documents and publications of foreign authors are used. A significant number of these were acquired from the Athletics Federation of Nigeria (AFN), Nigerian Sports Ministry, Nigerian Olympic Committee (NOC), Nigerian Institute of Sports (NIS) and similar institutions within and outside Nigeria

I. THE POWER OF SPORTS AND SPORTING EVENT

The general definition of event management is the application of project management to the creation and development of festivals, sporting events and conferences (Ramsborg, G.C.; B. Miller, D. Breitter, B.J. Reed & A. Rushin, 2008)

The way in which organizations deals with events is known largely as event management. It may include the organization's objectives for managing events, assigned roles and responsibilities, ownership of tools and processes, critical success factors, standards, and event-handling procedures.

The linkage between the various departments within the organization required to handle events and the flow of this information between them is the focus of event management. (Bhe et. Al., 2004)

The event industry is one of the world's largest employers and contributes major positive economic impact (Theocharis, 2008). The event is all about people-people coming together to create, operate, and participate in an experience (Silvers, 2004).

It is an activity that gathers the target group in time and room, a meeting where a message is communicated and happening is created (Eckerstein, 2002).

The term event is used for describing different activities designed for different purposes. These activities can be art, sports, tourism and social activities, and can also be activities organized by giant organisers more professional and more formal (Argan, 2007)

According to Goldblatt, events are 'a unique moment in time' and aside from everyday occurrences' (Berridge, 2007). Public or private, commercial or charitable, celebratory or commemorative-events bring people together to share an experience and produce a measurable outcome (Silvers, 2004).

Civic events conventions, expositions, fairs and festivals, hallmark events, hospitality, incentive travel, meetings and conferences, retail, reunions, social life-cycle events, sport events, and tourism are the examples of subfields of events (Goldblatt, 2005).

Event management and event marketing have merged over the past decade as a vibrant castor of tourism and leisure industries. The number, diversity and popularity of events have also grown throughout the period. As the number of events increase, there is a growing realisation about the continuing need to develop event management professionals who are able to create, organise, and manage events (Arcodia and Reid, 2005)

In today's digital, electronic and digital global world we live in there has been a gradual but measurable increase in leisure time and leisure activities and this development has also

increased impact in the developmental and cultural issues and as consequence various governments and corporations now see it as an avenue to support positive cultural and entertainment pursuits by using various packaged events as positive drivers

It must be noted that event management is a relatively new field and it is only more recently that through the work of noted academics that have delved into this area like Bowdin et al that various publics have begun to identify and look at the field as an industry in itself

However, to effectively have an event there must be event attendees (what professionals in advertising and marketing usually refer to as ‘eyeballs’) must be an intrinsic part of the vent under consideration otherwise there may not even be an event at all. Notable academics like Crompton and McKay (1997;425) stated that: “a decision to visit a festival is a directed action which is triggered by a desire to meet a need. Although they are only one of multiple variables that explain behaviour, motives are the starting point that launches the decision process”

Using the forgoing analysis and based on some of the academic work done by others as indicated this paper will aim to use the international athletics event (MTN, Lagos International Half Marathon) that was conceptualised and executed in Lagos, Nigeria to understand and analyse how to manage events successfully and try to fully harness and optimise the benefits of the event for the various publics and participants that were involved in staging of events whether by government, companies and/or other stakeholders in the society like not for profit organisations and multilateral institutions, etc. events can be a magnet and platform to bring various publics together for entertainment, feel good factor and other positives.

Significant socio-economic benefits may also be accruable and may in fact be leveraged for the pursuits of other projects that may benefit the society at large. Various academic research seems to support this view; for example, (Andersson and Wesslau 2000) stated that: “when using events, companies get possibility to have their own-right to the consumer during the duration of the event. This means that if a company manages to get the consumer to attend the event, the distortion from the competitors will be gone or at least minimised during the duration of the event”

The findings of (O’ Neil. M. et. al., 1999) also aligned with the foregoing analysis when they opined: “also, events contain tangible elements, such as food, beverages and products sold or given away, but are essentially a service in that they consist of intangible experiences of finite duration within a temporary, managed atmosphere. As with all services, this experiential ‘product’ is produced and consumed simultaneously, is highly heterogeneous and very difficult to store”

While the study carried out by (Hillary Commission for Sport, 1997) advised that: “regardless of size, events require a high degree of planning, a range of skill and a lot of energy: and one might add competent event management professionals and professionalism in all aspects

1.1. Stakeholders and socio-economic impact considerations

Any sporting event has many stakeholders, which includes but not limited to the various local National and International sports Federations, sponsors, and the local community to mention but a few sports event have a wide host of stakeholders. Getz, (2005), explains that “in the event management system, there are continuous interactions between the organisation and its environment”.

The wider perspective of sport event management portends a massive interface and network of variables with direct correlation to the socio-economic, political, and the environmental indices of the wider society

“Taking that into consideration, impact analysis of a sports event needs to recognize that a large number of stakeholders are affected, and that impact differ depending on from whose perspective they are assessed” (Andersson, 2013).

Freeman (1984), defines a stakeholder as “any group or individual who can affect or is affected by the achievement of the firm’s objectives” (Andersson, 2013), goes further to categorise stakeholders into three spheres; the industry sphere, event makers and the community sphere (see figure 1 below).

“The industry sphere is dominated by the tourism industry which includes; hotels, restaurants, transport, shopping and other commercial attractions. Sport facilities also affect activities in the construction industry and through hosting major events which in turn produce positive economic impacts. The event makers sphere centres around the event organization. In this sphere volunteers are very important since volunteers do most of the work in sport and sports events. Most of the work done by volunteers would be impossible to achieve without their input

“Volunteers as well as spectators and organizers are socially affected by the events and other activities produced at sports event. The community sphere affects the sports facility through the political process. The sports facility offers a platform for various groups to communicate. For example, politicians and local residents’ various groups within the community can play a significant role in supporting and legitimizing certain political processes

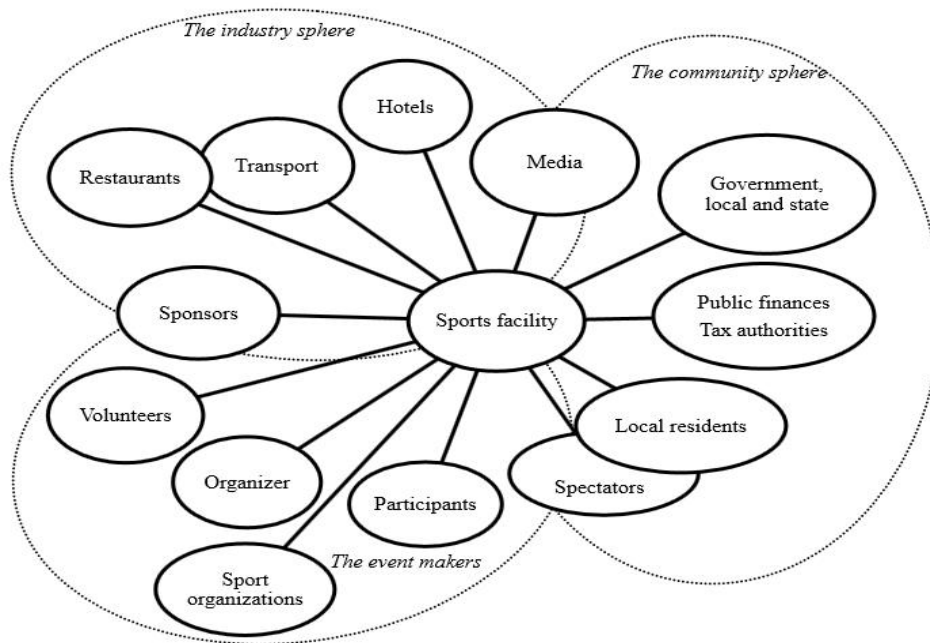


Figure 1- A typical stakeholder model of an assumed sports event/facility (Adapted from Andersson, 2013, p.240)

The analysis of sports events should be assessed in terms of the object of assessment, that is, what type of impacts should be taken into consideration (Andersson, 2013) The assessment should also be clear with regard to the subject of analysis, which is, from what stakeholder's perspective an analysis should be made

In this thesis, one will focus on areas of impact and primarily these are the economic, socio-cultural and environmental impacts (see figure 2).

Analysis of this study of the road race event under reference and analysis will be discussed from various perspectives which will include the various stakeholders' aspects; the title holders as represented by the sport federation and its affiliates, sponsors, participants, local community and other stakeholders.

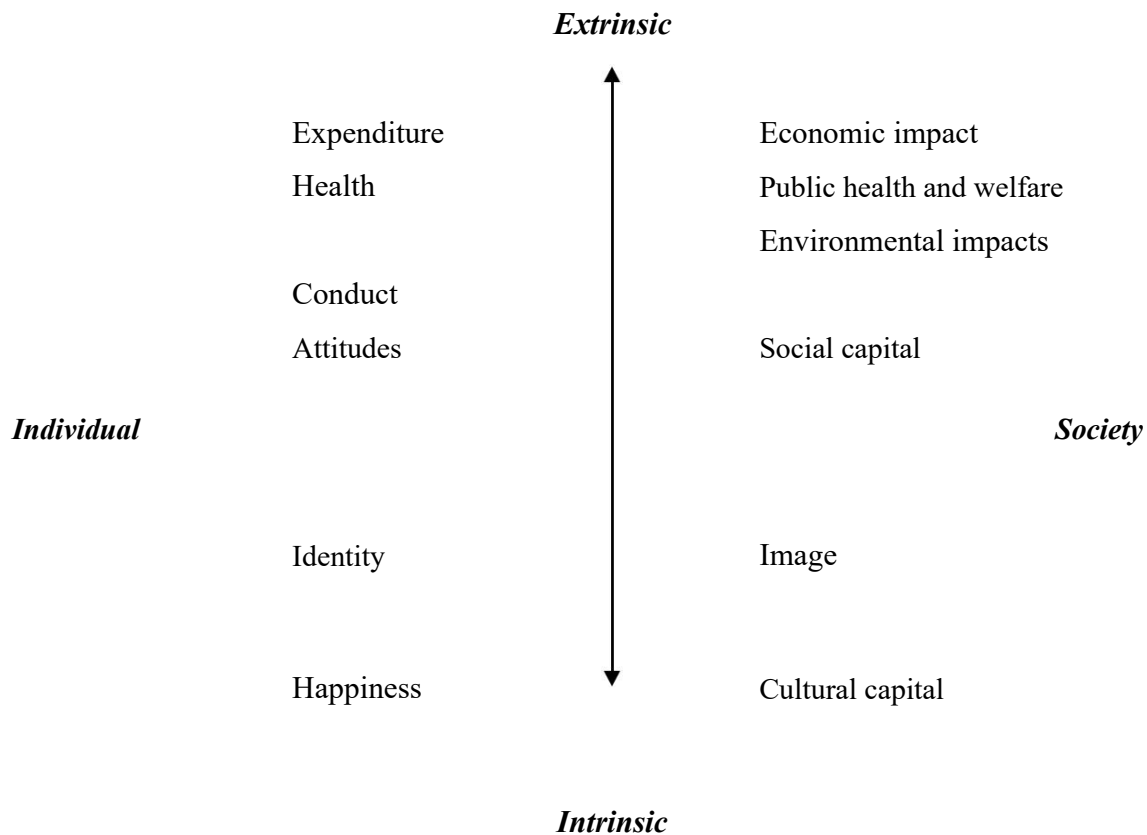


Figure 2 - A two-dimensional illustration of major sport event impacts (Armbrecht, 2009; McCarthy et al., 2004 cited in Andersson, 2013, p.238)

There are various methods to analyse the impact of a given sport event on the various stakeholders especially the community in which it is staged. Some of the theoretical analytical platforms include opportunity cost, cost benefit analysis, contingency valuation methods, social exchange theory to mention but a few.

In this research, an attempt will be made to show that the opportunity cost impacts will be apparent in many areas of the thesis in order to show that at any point in time organisers and planners must try to balance the socio-economic equities in conceptualising and executing a given sporting event especially as relates to forgone opportunities, social, environmental disruptions and impact

Opportunity Cost is a concept which is mainly used in economic analysis but is “...equally important for a sociocultural and environmental analysis” (Andersson, 2013).

Opportunity Costs are also sometimes referred to as “foregone earnings”. Solmon (1986) defines the opportunity cost by giving an example “The opportunity cost of choosing a commodity or a service or activity are what the individual or group gives up in making this choice”.

In relation to the study of sport events, the opportunity cost relates to assessing the value that a resource would have produced if an alternative approach was taken. Applying the opportunity cost when studying perceived impacts of sport facilities such as the staging of a road race should always be adjudged as important

This is because it informs the study to showcase if the participants perceive the current choice as the best or a foregone opportunity. People will always have something to do regardless of whether or not they are involved in sport.

“...not discussing the opportunity cost is equal to assuming that participants, spectators and others involved...would be living in a vacuum with nil economic expenditure, nil sociocultural activity and nil environmental impact if they did not participate in sport.” (Andersson, 2013).

The best alternative use value tells the cost of using the resource on sport; this is what is termed the opportunity cost of using a resource on sport. “...assessment of the value a resource would have generated in the best alternative use; and this value represents the cost of using that resource for a [sport facility]”. Andersson and Lundberg (2013) contend that in order to achieve an acceptable quality of economic, socio-cultural and environmental analysis, the opportunity cost must be considered. This study will therefore apply the opportunity cost and the social exchange theories to analyse and interrogate findings

1.2 Sports event management

As stated above, sport event management has enormous leveraging socio-economic factors that can support tourism, urban gentrification and regeneration. (Dwyer & Fredline, 2008) seem to support this view in their research by recommending that: different approaches and frameworks should be developed and institutionalized while Weed (2009) highlight the urgent need to make multi-faceted and what he styled as metaviews as a way to analyse review different aspects and create the necessary pathway that will lead to maturity in the this area of academic work

A plethora of issues must of necessity be part of the event management mix. This ranges from the conceptualization of the event, identifying who the target audience will be and their various segments if need be, planning, logistics and the eventual execution of the event proper and

the overall management, coordination and post event analysis. Since the sponsors of events may not necessarily be charitable organization the way and manner it will impact on the sponsors and the potential benefits accruable especially the image and brand equity (especially if it is a company) must be of overriding importance

GR* Events, UK. 2017 seem to support this view and also underscored the pivotal role of the management of the event and the event manager when they concluded that: “event manager is an expert at the creative, technical and logistical elements that help an event succeed. This includes event design, audio-visual production, script writing, logistics, budgeting, negotiation and, of course client/sponsor service. It is often a concentric and multi-dimensional profession”

Events give organisations the opportunity and leverage to come ‘alive’ and to showcase their activities or services in the community and in today’s electronic and digital global village they can also target specific market segments, demographics, and relevant sectors. Events are an important part of community life and it is rewarding to contribute to a successful event

However, as anyone who has been involved in running and organising an event fully understands, it is quite difficult (and sometimes even dangerous) unless the whole process can be properly conceptualised, and the entire process executed properly with excellent safety and security architecture properly situated and institutionalized therein

As is evident from the analysis so far event management is not limited to Ceremonies, Competitions, Meetings, Conventions, Festivals, Parties, Sporting Events amongst others. However, this paper will concentrate mainly in the realm of setting up and managing sporting events and will aim to underscore the universality and importance of the key success factors of a properly thought out and executed event management programme. This will be done via the vehicle of a case study, research and analysis of the MTN Lagos International Half Marathon event

Figure 3 “encapsulates the typology of the main categories of planned events based primarily on their characteristics and differences, their, focus, purpose and programme framework. These events vary and require special facilities, like the event location, which varies from sports arenas to convention centres and special purpose venues, depending on the event type” (Getz, 2008)

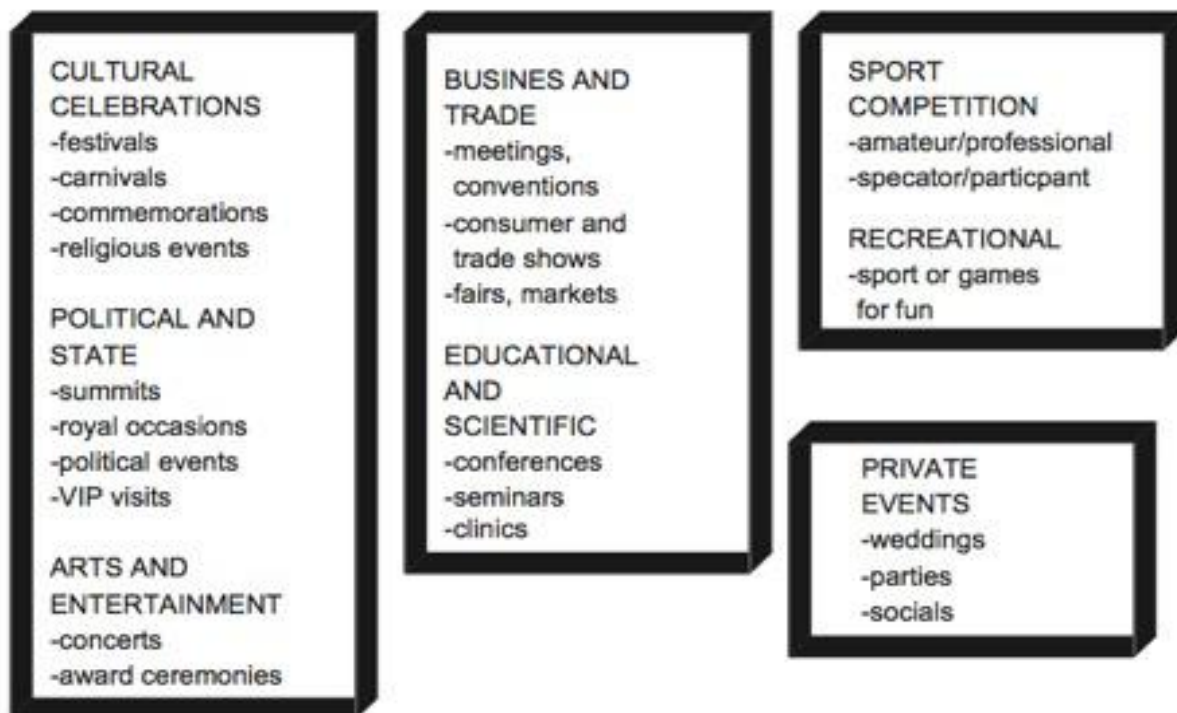


Figure 3 - Typology of planned events

(Source: Getz, 2005)

1.3 Event communication tools

The development of the social media platforms coupled with the exponential increase in electronic, digital and internet revolution where news and events can be communicated in near real time and the attendant high and sometimes unrealistic expectation of the consumer because of the plethora of decision-making variables available to him almost instantaneously from any. Part of world has given a new dimension and measurable rebirth of the Integrated Marketing Communications Concept (IMC)

The aftermath of the increased reliance on IMC is that the concentration of promotional activities as a major communication component of the marketing mix and according to (Bowdin et al., 2006). the relationship has over the years started to gradually shift from targeting the various consumers segments, promoting to the consumer segments, to building an overall relationship with the consumer in ways that may be more enduring and sustainable

Getz (2005) also postulated that marketing communications is now a key component of an events success

Falkheimer (2007) also supported the abiding arguments of Bowdin et al and Getz in his research on World Rugby Cup 1999 and a local housing fair in 2001 underscored measurable aspects of the issue of increased resonance and importance of the appropriate marketing mix concluded that both events were negatively publicized and perceived by the various publics due to the poor marketing which has exploded and made.

The impact of internet, social media and the penetration of mobile technology has been exponential. For example, (Bowdin et al., 2006). Pointed out in their research that: “the development of media technology, global competition, and customer expectations have led to the birth of integrated marketing communication (IMC) concept; which has widened the concentration on promotion as the major communication element. Additionally, the relationship started to transform from promoting to the customer, to building a relation with the customer”

Getz (2005) similarly seemed to support the finding by identifying the marketing communications as a key driver and a fundamental leveraging factor if an event must be a success Falkheimer (2007) was not left out in aligning largely with findings when he concluded that: “events like the World Rugby Cup in 1999 and a local housing fair in 2001 have been negatively publicized, due to the poor marketing communication management”.

Figure 4 “showcases Bowdin et al. (2006) illustration of the process of events, and the various channels that constitutes the relationship with the visitors” they achieved this largely by adapting the original IMC strategy framework and process originally appearing in Duncan (2002) research

The IMC as depicted in figure 4 below, may encapsulate and accommodate a different types of marketing communication channels like, social media campaigns, sales promotion, advertising, direct mail, e-marketing, publicity, public relations, and other media tools like the branded sponsors freebies and 'give aways' we have characterized as ‘goodie bags; in this analysis.

There are various ways and means to pay for promotions through advertising by event organisers some of the more notable ones may include but not necessarily limited to: social media, newspapers, magazines and sundry publications, radio, television, outdoor advertising/ billboards, and mobile platforms, trains, busses, taxis, etc. and sometimes the advertising is only limited by the imagination of the agency in question

It is noteworthy that some of these advertising avenues are more expensive than others, for example direct newspaper, TV and radio ads tend to be more expensive; and the trend these days is to explore options for partnership through sponsorship and other forms of collaboration and cooperation



Figure 4 - IMC process model for events (Source: Bowdin et al., 2006)

The advertising avenues enumerated above is the method of choice for publicity by event organizers, since more often than not it has the potential to reach the targeted audience more effectively in addition to the audience great passion and interest in reading about sports, their local sports stars, art and entertainment.

Sales promotion and other forms of advertising and outreach programmed including special discounts and offers that increases the sales already mentioned above was used severally in the MTN International Half Marathon with very good results

(Bowdin et al., 2006). research in this seem to support the ongoing analysis when they stated that: “direct marketing is the one-to-one communication with the visitors through mail, telephone or Internet, etc. which includes obtaining the database of previous event attendees’ information - demographic profiles and preferences.

Additionally, an event marketer should be familiar with the best applicable media tool to the event, prior to the channel decision, If the event is a mega sized event, and the target is a mass market, television advertising might be used. A mix of advertising, e-marketing, and publicity may also be an effective communication package for a certain event”

According to effectiveness (Hede and Kellett, 2011). “this turn of events in an electronic, digital and internet age coupled with the explosion in the use of mobile technology may not totally come as surprise because the traditional marketing tools like print and broadcasted media; which has hitherto been widely utilized and relied upon by event organisers and managers has been decreasing in their”

Furthermore, (Ellison et al., 2007). Work aligned itself to the emerging trends and realities by pointing out that most staged events has the potential to create and sustain the sense of community atmosphere, abiding cultural ethos, etc. and they also concluded that the modern communication tools like Short Message Services (SMS), all forms of social media like, Twitter, Facebook, etc. are relevant for communicating with the consumers of events

In summation, these general research/provisions were used to excellent results by the organisers of the MTN Lagos International Half Marathon as will show in the various sections that will be discussed in this thesis which in no small measure underscores the efficacy and usefulness of these theoretical concepts in real life event conceptualization, organization and management

II. SPORTS CAPITALISATION WITHIN THE FRAMEWORK OF THE MTN LAGOS INTERNATIONAL HALF MARATHON

The objective of the event was to increase the visibility of the Athletics Federation of Nigeria and also to create an event that will resonate with and attract sponsors who may be interested in leveraging the event in their brand building as part of their overall strategic framework in their marketing mix and exposure; especially in brand building efforts in a crowded market space

It must be noted that Nigeria is not really famous for road races instead the traditional forte in athletics over the years has been the sprints and shorter distance races

However, the governing board of the Athletics Federation of Nigeria realised that, although the short races and sprints the country is noted for is quite engaging, interesting and attractive having won medals for the country in major international sports events like the Olympics and similar events

That trajectory is not really suitable for major sponsorship, television and social media audiences; and especially as a tool in the brand building efforts of potential sponsors competing furiously in the market place to gain market share and to attract consumers; and, for sponsors to be positioned as the company of choice subliminally amongst the populace

Furthermore, the sprints and short distance athletics events usually are over in very few seconds and minutes thereby not lending itself to massive viewership. It was also realised that to optimise the key success factors in the inter relationship between all the publics at play for a successful sporting event namely; the spectator, the media, and the right holders you must give the sponsors and the public what they require and a platform that will create a win-win scenario

This is how the idea of an international half marathon event came into play and was used as a leveraging platform to showcase and underscore the assertion. People may ask at this juncture why not a full marathon; the fact is that Lagos has a tropical climate with high humidity and most of the best marathoners do a few races a year so the Nigeria governing board realised rather quickly that a full marathon will not attract the best runners and as consequence may diminish the importance and leveraging potentials of the event because if the event does not attract class A athletes the chances of the media interest and resonance maybe greatly diminished A half

marathon was therefore adjudged as the most auspicious event to put together with massive and wide spread participation because Class A runners are more easily available because unlike in the full marathon where athletes do one or two major events in a given year they can do several more races in a given athletics calendar year cycle

In summation, the idea was to generate additional revenue for the rights holders the Athletics Federation of Nigeria and by offering a unique event that will appeal to sponsors in their brand positioning in the market and their brand equity and brand building efforts

The aim and objective of this paper will be to not only recognise the desirability and positive elements of a properly managed international sport event and the 360 degree interfaces, strategic communications platforms and relationships that involve the various publics in the event and its management but also recognise the importance of elements such as safety and security imperatives that may impact on sport event management as it evolves in order to optimise and leverage more on the budget/resources that may become available to it

Finally, the paper will also attempt to underscore the universality and commonality of the event management indices/variables as it concerns the staging of a major international road race event anywhere in the world and if these indices are managed properly success will be all but assured

Even a developing economy like Nigeria has been able to appreciate the crucial value sporting events can offer. In 2007, a Presidential Advisory Committee on Sports (PACS) was set up in order to advise the government and create a report on the issue of sports in Nigeria

The objective of this report was to critically examine the funding of Nigeria sports; examine the framework to professionalize sports; explore rationale for establishment of sports industry in Nigeria and proffer solution for the present inadequacies; and, propose solutions and prognosis for the future

In the report it was highlighted and appreciated that the sports industry had become big business opportunity worldwide with billions of dollars at stake within various events cycles such as the Olympics, World Cup and similar events.

The report emphasized that Nigeria was definitely lagging behind in a number of areas such as having efficiently optimised sports clubs, well-functioning leagues, adequately trained staff, support staff and professionals and pointed out based on evidence that no major country had

developed optimally in sports without having their own local and vibrant league and also home-grown experts, consultants and stakeholders that can successfully manage such sport events

The report highlighted a number of areas for concern such as training of local athletes, sponsorship for events and numerous factors that this paper will go into further details later; however, it also suggested solutions and workarounds in order to reposition the country to be a leader on the continent in terms of driving sports and sporting events

This thesis will be relying on excerpts of this report later on in terms of suggestions and recommendations to resolve problems highlighted and faced as raised in this paper

2.1 THE CASE FOR USING A CASE STUDY FORMAT

“In a case study, a particular individual, program, or event is studied in depth for a defined period of time” (Leady & Ormrod, 2010, p.137). Leady & Ormrod (2010) emphasizes that “a case study may be especially suitable for learning more about a little known or poorly understood situation” (p.137)

Apart from the fact that this is a unique event, it is also the first of its kind in the country which presented measurable difficulties in terms of historical antecedents, acquisition and analysis of data, historical research work research, etc.

In the circumstances therefore, one will attempt to adopt the case study framework as the research method. “This type of approach is expedient and useful when investigating contemporary phenomena within a real-life context, especially when the boundaries between the phenomenon (in this case the unique event and the first of its kind) and the context are not clearly evident” (Silvestre and Dalcol, 2010; Yin, 2003)

When particular experience is fundamental (like the research under reference) research by case study maybe more suited. Research by case study is more situated within the ambit of - how and why questions - which lends itself to the cognate experience and can be more explanatory in nature. “In most cases the case research allows the researcher the bandwidth and opportunity to use subterfuges/guile, experience and cultural ethos and undertones to gather requisite information and disentangle complex set of factors and relationships, albeit in one or a small number of instances” (Easton, 2010).

Yin (1989, p. 23) defines a case study as ‘an empirical inquiry that investigates a contemporary phenomenon within real-life context when the boundaries between phenomenon and context are not clearly evident and in which multiple sources of evidence are used’

The main data collection techniques deployed were multi-faceted and was personal, semi-structured interviewing, and observations including cultural undertones reinforced by local experience. (Cutler, 2004). Research supported this approach by pointing out that; case research can employ varied data collection techniques, varied data analysis and these data may either have quantitative or qualitative indications or both; depending on the targeted variables and the interest being studied and/or analysed

Additionally, Voss, Tsikriktsis and Frohlich (2002). Research also aligned itself with this line of thought when they generally agreed with the view multiple source of data collection and analysis lends itself to more accurate and increased reliability, stronger substantiation of propositions, constructs and analysis

This gathering of data from multiple sources to enhance reliability of outcomes was what (Barratt, Choi and Li, 2010). referred to elegantly as “data triangulation”

For the purposes of the MTN Lagos International Half Marathon, the research is largely predicated on the judgmental sample which is a borderline subjective method but is nevertheless a method that will allow for the application of the case study method of research propositions and data analysis largely predicated on direct experience (Maki and Sjostrand, 2007); Saunders, 2007) also supported this line of argument

In order to fulfil the aim and objectives of this thesis which were stated earlier, this paper will also seek to analyse the event management dynamics of a special event organised within the confines, auspices and guiding regulations of the world governing body of the sport of athletics which is the International Association of Athletics Federations (IAAF) in a mega city of over 20 (Twenty million) million people and based in a developing part of the world - Lagos, Nigeria

(Lyck, 2006). Indicated in his studies that in more recent decades, there has been an increasing desire and interest to host sports events, especially mega-events like the Olympics “Cities and regions are investing billions of dollars in major multi-sports events...” (Preuss, 2005, p.281). “it has been identified that there is an increasing number of cities from different economic spectrum bidding for mega-events attests their prominence in the urban agenda” (Silvestre, 2009, p.5)

Today we can see that sports events are used as tools in both developed and developing areas to improve their given position in the market and society (Bob & Swart, 2010). Furthermore Law (2009) outlines that these events are perceived to create a "high-level of tourism, media coverage, prestige and economic impact to the host cities" (Law, 2002, p.141)

From the ongoing analysis, we can clearly see that cities, regions, nations, corporations, etc. are using mega-events as strategies towards the globalization and to attract the international markets. These events are rightly or wrongly are perceived to increase the host city awareness and image, and brand equity and therefore increase tourism. "People are often drawn to destinations because of mega-events rather than the region itself" (Westerbeek et al, 2002, p.)

"In addition, other socio-economic positives, within a society, are perceived important reasons for cities, regions and nations to host these events" (Hall, 1992; Getz, 1997). As emphasized above, increasingly amounts of money are being invested in these events

The sport management industry is growing exponentially sporting; events are celebrated annually all over the world with an explosion in research projects, texts, academic and university programmes. The improvements in internet, electronic and digital technology, data and data analytics has added an exponential dimension to the entire field and the urgency to understand the dynamics impacting on the field better

It must be noted that more recent work done by (Johan Cruiff Institute, 2016) pointed out that: "in each country, city or municipality other sporting events, professional and semi-professional, can be added. The organisation and management of these events lies in the hands of professionals whose challenge is to optimise the management of resources through rigorous planning, and have the necessary time, competence and flexibility to respond and try to contain unforeseen circumstances"

The sports industry has had significant and growing impact on the global economy over the last few decades with huge investments in public infrastructure, mobilising resources and creating new professions and jobs. Today it is one of the professional sectors with a significant amount of economic momentum, creating opportunities for many who aspire to a future in the world of sports (Johan Cruiff Institute, 2016)

As the field continues to rapidly evolve, it is imperative for sport managers to keep abreast of the latest developments in the field so as to be able to deliver more relevant and cost-effective management of sporting events within and try to optimise the available and given resource/budget

Based on aims and objective of this paper, qualitative study research methods– in depth interviews with the experts and excerpts from memos and reports- have been chosen over the quantitative one, due to several arguments:

(1) Because the paper address concerns of developing nations which are diverse and complex, a qualitative method is more suitable as it allows take an exploratory approach to the issue;

(2) Qualitative approach also enables to go deeper into the issue and explore nuances related to the problem defined;

(3) One can expect more honesty and professional insights once interview is done face to face with an expert in semi structured format and mutually sharing of the expertise on the topic;

(4) While quantitative research might be used for the purpose of the problem quantification and potential projection of the results to a larger population, which is not useful given this paper objectives and tasks.

With the securing of title sponsors and class A sponsors coupled with the fact that there was explosion in the number of people registering for the event both locally and internationally; the title holders, the Athletics Federation of Nigeria quickly came to the realisation that they did not have the in-house core competencies to manage such a huge event with major logistics, coordination and management issues

Additionally, the sports federation increasingly came to the realisation that they also needed foreign consultants to help in the proper interface between the local organising committee and the international athletes, media and interested visitors and stakeholders not only to generate the necessary confidence threshold but also to make sure that there would be timely and seamless communication and information flow as to preparations, timelines, accommodation, flight scheduling for international elite athletes and local transportation and safety considerations.

To this end Ulf Salletti an experienced marathon organiser and race director for Stockholm International Marathon was contracted together with Jane Howarth and athlete management expert from the UK and Thierno Diack an international athletics expert and consultant working for the AAC that is well respected in the world of athletics

A local organising committee comprising all stake holders and partners were formed with dedicated secretariat. The idea was to make sure that all stakeholders and departmental heads including title holders, government and city council representatives, sponsor's representatives, and relevant parties were all members regular meeting and communication lines were opened to make sure that everybody is carried along. With these individuals on board it was possible to plan and organize for the event accordingly.

The foreign consultant team highlighted in their proposed planning and logistics report for the MTN Lagos International Half Marathon that they were very interested to be part of this project as they feel the event has a potential to be a major event in Africa and felt that their contribution to the event would be of value to the race organisation based on their experience they have of running and managing events.

They did highlight key areas for concern in terms of the promotion organisation and development of the MTN Lagos International Half Marathon that needed to be addressed and resolved in order to ensure a successful event. And this paper will proceed to identify and treat these issues below

2.2 ISSUES CONCERNING SPONSORSHIP AND FUNDING

The venue for this event is the streets of a mega city with close to twenty million in population; right from the get-go the federation realised that it must seek and explore options to partner with the Government and the City Council of Lagos if the event is to ever hold and be a success. Also, the Sports Federation realised that you do not go to a city government or any sponsor for that matter to ask for favours; it is imperative that before federation approaches any entity for support and partnership it must also articulate the benefits thereto both tangible and intangible that would be accruable to those institutions

As pointed out earlier in this paper, the city of Lagos is a major commercial hub and has over twenty million people and can present serious traffic and logistics nightmare. The rights holders and their planners quickly underscored the fact that the government of the city must have a buy in if ever they would have to attempt staging such an international event due to the logistical challenges and difficult traffic scenarios and management

Furthermore the sports federation noted that appeals alone may not work with government civil service (especially for such a first time international event) and they hired consultants to

articulate and present a major marketing document to the government of the city articulating the many benefits of staging such an event in the city including but not limited to positive PR and exposure to what is good and attractive about the city including its culture and tourist potential and other positive deliverables

Furthermore, it was pointed out to the city officials that apart from the massive television and social media exposure they also underscored the fact that they will be joining mega cities of the world like New York, London, Frankfurt, Singapore, and Beijing which may resonate well with potential tourists and investors alike

2.2.1 Budgeting and Funding Options

After getting the buy in of the City Government it was not feasible that the event can hold if the requisite funding cannot be put in place by attracting potential sponsors to participate and fund the event

The buy in from the government although not denominated in cash was vital to staging the event because monetising the various aspects of the government support showed that a huge cost element had been lifted and the event could now concentrate on planning the event proper and making sure that the necessary funding will be in place to execute the event

The title holders (Athletics Federation) in this part of the world does not have the requisite expertise to execute the event so they looked outside and hired professional consultants to put together marketing documentation and power point presentation not only done in a professional manner but in the appropriate language and corporate speak that the corporate world could easily identify with and understand

A marketing communications company was hired to put together the marketing documentation and articulated the benefits that will accrue to sponsors. There were three categories of Platinum, Gold and Silver sponsors, with monetary values of One million dollars, five hundred thousand dollars and two fifty thousand dollars respectively were attached to the values of these major categories of sponsors. The consultants also created subsets of sponsorship using terms like participating sponsors, beverage and water sponsors amongst others.

In addition , the federation and its partners were fully conversant with the fact that no matter how good an event is, if it is not showcased to the populace it may not get the publicity

traction and the sponsorship that maybe needed because at the end of the day for potential sponsors it is all about the ‘eyeballs’ and how many people that will be exposed to their brand and products

The federation also hired a PR consulting firm to take charge of the media and PR functions because such expertise was not available in house in the federation to execute on such a massive scale that the international half marathon was now shaping up to be

Furthermore, with the multiplicity of partners, consultants and other professional work that needed to be done in the pre-planning and planning stages of the event coupled with the fact that there will be a post event reportage and wrap up of issues amongst the various partners; it became expedient and pragmatic to hire a competent General Manager to handle and coordinate these various and sometimes contending issues

It was also realised that for the event to have credibility and positive future the deliverables in the marketing document presented to sponsors must be pursued vigorously and optimised and this crucial aspect was also part of the general manager’s area of responsibility

The fact that the federation had worked very hard to conceptualise and pursue variables that will make the event a success does not necessarily guarantee sponsorship and to drive this area to fruition the federation and the appointed professionals the General Manager as the central coordinator was very crucial

Despite the need for appointment and hiring of professionals to assist the federation, the federation also formed its own team and headed by the President of the federation and to market the event the federation team often went together with the professional to approach the sponsors and potential sponsors in order to smoothen the process and make sure everybody was in the loop

This tactical manoeuvre is especially important because the event was the first of its kind in the country and needed not only sometimes austere professional presentations but passion and enthusiasm because while for the professionals it was just another job for the federation it was more than a job because they had reasons to make the event a success and had the intrinsic and palpable passion and enthusiasm that resonated with sponsors and partners

With all the hard work and preliminary issues that were handled including the buy in of the city government the federation found it much easier to market the event to sponsors

A major mobile telecommunication company called Mobile Telecommunications Network (MTN) was approached and the top management immediately liked the idea and agreed to participate. However, there was apprehension at the lower ranks of management as they

wondered where the federation was going to get the type of crowd to make the event worthwhile and television friendly

Lagos is massive city with many Universities and the university of Lagos alone has over 40,000.00 (forty thousand students). The federation saw an opportunity in the university student population as a place to leverage participation and the professionals hired and the federation leadership team led by the President went to town to make sure there was a buy in from the student population in order to generate the necessary threshold of participants and traction that the sponsors were looking for

Furthermore, the various student unions and their leaders including the President of the larger student council were first briefed and their buy in assured before targeting the larger student populace, departments, academic and non-academic staff. Event planners and organisers often forget that universities and institutions of higher learning are repositories of value, core competencies and credibility quotient that sometimes are either ignored or not fully tapped into

Another tactical manoeuvre made was the creation and promise to distribute what was termed ‘goody bags’ which were essentially company branded giveaway bags that contain branded T shirts for the race and sundry practical branded products give always to all those that registered

Results

With all the positive attributes articulated in the professionally presented marketing document and power point presentation to the city government the buy in was all but assured and the city ended up as partners and deployed the government machinery and incorporated desirable government departments likes; Road Safety Marshalls, Ambulance Services, Road and High way Patrol including police patrol vehicles, Road Cleaners and Traffic Officials and was also able to help attract the support and cooperation of the police and para military organisations who helped to provide the much needed security measures

The approach to target the students was also successful and on the first day of registration there were over three thousand students that registered, and these registrations had data that can later be leveraged on by the federation and sponsors because the forms that was designed had room for name, address, email, mobile telephone number, and other pertinent information and also had an online registration interface which will later help in the explosion of registered participants

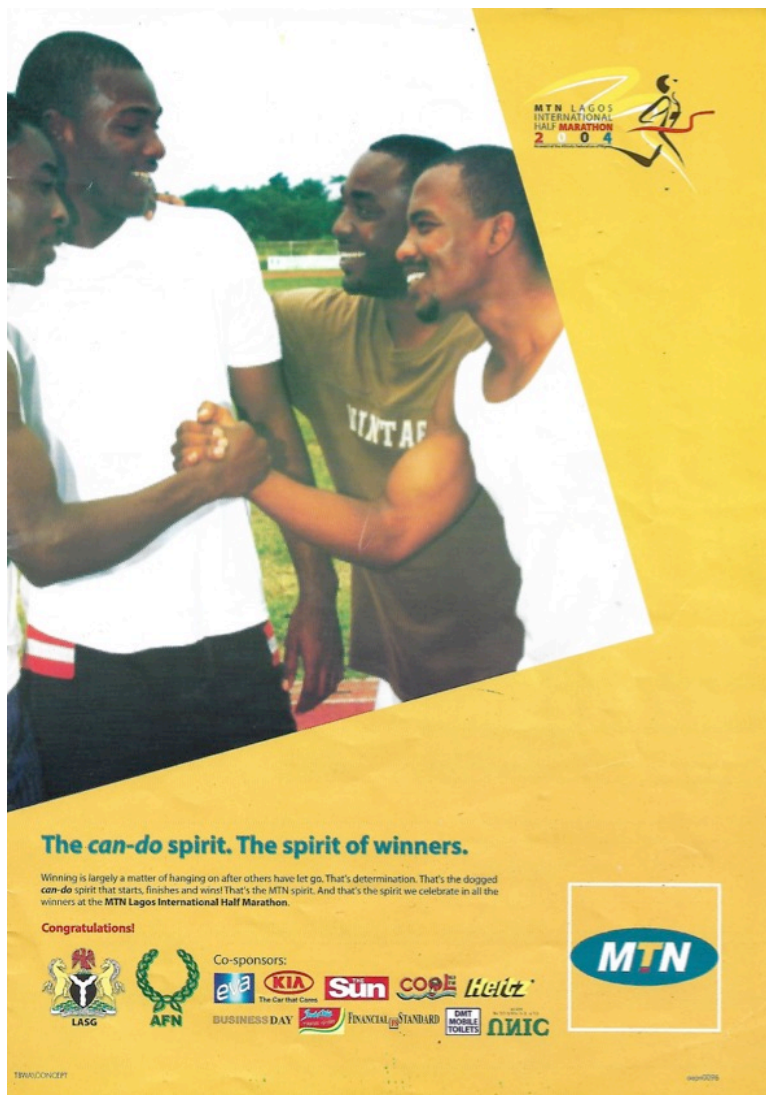


Figure 5 – MTN Adverts sample during the Half Marathon Event

(Source: AFN News December 2004 - January 2015 issue)

The mobile telephone company was pleased with the numbers registered in one day from one university and thereafter agreed to be the platinum title sponsor for the event

The tactics used in University of Lagos was later extended and expanded to universities and higher institutions of learning including the military and para military formations/organisations. The registration was so successful that the federation had to stop registration at about thirty thousand participants for the first edition

The branded sponsor gift items ‘goody bags’ were also successful but for asymmetrical reasons. This particular move helped to collect data of existing customers and potential customers and with a massive data base accumulated they were later able to pitch and market company products to the populace because as already mentioned the registration forms was designed in such a manner that it had names and contact details including mobile phone numbers, physical addresses and emails.

Furthermore, it was prudent from the federation stand point to hire competent professionals to partner and work with for an agreed fee because the way and manner the marketing was designed there were well defined categories of sponsorship that lent itself to various variant of sponsorship. And while no two companies in the same area of business can sponsor a category because of dilution and cannibalisation of the brands but there is nothing stopping sponsors and partners in areas of business from sponsoring the event proper

As a result, the federation and its professional team were able to attract sponsors that were not in mobile telecommunications industry and notable amongst these were multinationals like Coca Cola, Kia Motors, amongst others

It is worth noting that the title sponsor MTN practically carried all the expenses of event as the title sponsor and the federation was able to generate very comfortable revenue and profit profiles from all additional sponsors that came on board

Finally, despite the fact that the federation had already secured the buy in of the City Government and had secured both the title sponsorship and class A sponsors and partners, it did not stop and take things at face value especially the promises from the government because if anything should go wrong and/or not delivered professionally there is the risk of damaging the reputation of the federation if not the destruction of the event proper after so much hard work for lack of capacity and competence relating to the deliverables promised to the various sponsors that largely funded the event

Since dealing with civil servants, governments and government types all over the world can sometimes present measurable challenges, the federation and its professional consultants/team therefore incorporated in their planning redundancies in critical areas like security, medical, etc. in order to augment/support what the government promised to bring on board – this safety collateral redundancies additionally provided assumes exponential dimension if it is realized that

this is the maiden edition of the event and as consequence there should be no room for errors or ‘stories’ relating to non-performance on the part of the federation



Figure 6 – From Right Frank Aigbogun Publisher Business Day, Tunji Adeyinka MTN Sponsorship and Events Manager and Abass Umoru MTN Marathon GM

(Source: AFN News July 2004 issue)

2.3 ISSUES CONCERNING MEDIA, MARKETING AND GENERAL COMMUNICATION PLANS

Upon consultation with the experts concerning this matter, it was highlighted that the issue of making sure that as many people as possible to see the event will be a fundamental element in the sustainability and continued success of the road race. As a result, the federation and its professional teams and consultants approached the largest television network in the Nigeria; National Television (NTA) to partner with the federation on the event so that the event can be seen all over the country and thereby provide the largest possible exposure for sponsors

When the NTA realised that the federation already had the buy in from the city government and had indeed secured a title sponsor and other sponsors had already come on board, they were enthusiastic and agreed to partner with the event; this is because the event is huge content and commands the prospects of massive leveraging potential.



From Right: MTN Corporate Affairs Manager Lola Giwa, AFN President Dan Ngerem, Lagos Commissioner for Sports Bamidele Opeyemi, Oba Lagos HRM Rilwan Akinlolu 1

Figure 7 – From Right MTN Corporate Affairs Manager Lola Giwa, AFN President Dan Ngerem, Lagos Commissioner for Sports Bamidele Opeyemi, and Oba of Lagos HRM Rilwan Akinlolu 1

(Source: AFN News July 2004 issue)

Especially as they could not only carry the event live, but also have original content in their archives, embark on re-runs of the event that will resonate positively with their viewers and the larger public

The marketing consultants were also able to create a robust social media and social network frameworks and platforms for the event and interfaced it with that of the sponsors for maximum impact

The PR and marketing firms appointed were able to work closely with the NTA to make sure that all the deliverables in terms of media and communication plans and frameworks were actualized

For international broadcast, Canal Plus that had association with International Federation of Athletics (IAAF) and the African Federation (AAC) were also contacted and they arranged the international content distribution with their partners including TV5 that ensured that the event was seen in over 170 countries around the world (in English and French languages) which added a much needed positive well received international dimension to the event that was resonated well with the title holders many partners and sponsors and sundry publics

For cable TV subscribers, an International Cable TV company Super Sports was contacted, and they also carried delayed broadcast because the national television (NTA) carried the event live for terrestrial viewers

It must be noted that the live commentary was originally in English but for the international audience and in order to achieve a wider reach in terms of viewership and ‘eyeballs’ the commentary in French was latter incorporated for the French speaking world

On a more tactical and strategic note, the local organising committee also decided that in order to achieve maximum bandwidth and exposure for the event it was important to contract IAAF International Half Marathon Champion and other class A Half Marathon runners in order to achieve maximum media exposure which was indeed achieved because the event was front page news on IAAF web site and CNN, BBC and VOA carried the news flashes of the event

Results

It is worth noting that the hiring of the well versed and experienced international athletics consultants from other parts of the world more versed with staging and managing this type of event, notably Sweden and UK helped in no small way to generate excitement, enthusiasm and more importantly the much needed credibility quotient for the event and helped in no small measure to attract the necessary international media bandwidth and interest

It also helped to position and propel the event in the global scene and dovetailed very well with the overall positive publicity for the event, both from the international and local standpoints that included the organisers, title holders and stakeholders including sponsors. This tactical and pragmatic approach and framework is worthy of incorporating in any sport event that is on a global scale and can easily be copied as a template to organise and manage a similar event anywhere in the world especially in developing nations

The international and regional governing bodies of athletics IAAF and AAC were also fully informed and carried along and additional publicity was also gained through their various media, TV channels, social media platforms and networks which added positive resonance to the event both at local and international levels which in no small measure was welcomed by sponsors, partners, city government and all participants

The decision to bring in world class former athletes to conduct coaching clinics with kids and the technical officials especially coaches was also very successful and this resonated very well with both sponsors and stakeholders as the world media followed these world class athlete personalities with first class media attraction and manifestation to the extent that all major news media around the world carried the event and post event activities and with repeat broadcasts

2.4 ISSUES CONCERNING RACE LOGISTICS

On advice from the foreign consultants, it was deemed that the race logistics was crucial to sort out before inviting people to partake in the event. it. The most important matter would be to take decisions on the major issues concerning the race logistics revolving around the following:

- Race date
- Start area
- Course
- Finish area
- Start time for the race
- Place, dates and times for distribution of the numbers
- The course
- Arrange an information telephone hot line where runners could call for questions!
- Free entries or a symbolic fee to a charity
- How many entries to be accepted
- Last day for entries (Should entries to be closed earlier if the maximum limit is reached?)

- How many runners in the race will get their time recorded? The rest will be considered to be part of the “fun-run” part of the event.

The consultants recommended that in order to build a useful database that the team should consider only items and fields of utility such as First Name/Family Name, Year of Birth, Sex, Club or Company or Place of Residence. They also highlighted that their address was unimportant that nothing would be sent to them unsolicited

They also suggested to include as much information as possible on the registration form and with the on-line registration about the race based on the decisions which has already been taken by the race organisation as this will make the whole information process seamless and so much easier if runners already know in advance when and where they can get the number bibs, sponsors goody bags and give away and when and where the race will start

In addition, the consultants suggested that it would be useful if all runners who enter the race could get a confirmation that they are registered for the race, a document which then also would be shown when they are going to get their number bib before the race

For the printed registration form, it could only be presented at a limited number of registration points, thereafter each person could get one half of the registration form (which is counter- numbered) stamped so it is valid, and the runner is told to bring it for the race-number pick up. And for those who do an online registration they could get a confirmation on-line to print out as a result of the registration

2.4.1 Half marathon course measurement

Another significant challenge faced for the event to kick off appropriately was centered around the length of terrain which must be done to IAAF standards and also certified by them if the half marathon would have their endorsement and published on their website for all sundry around the world

In order to do that a measurement was carried out which can be viewed below.

COURSE MEASUREMENT SUMMARY SHEET

EVENT ***MTN LAGOS INTERNATIONAL MARATHON***

LOCATION: **LAGOS, NIGERIA**

DATE: **29 NOVEMBER 2003**

Promoting Organisation: **ATHLETICS FEDERATION OF NIGERIA**

Name & Address of
race director **Dan Ngerem**
Athletic Federation of Nigeria
P.O. Box 211, Surulere
Lagos, NIGERIA

Email: ngr@mf.iaaf.org

Distance: **not less than 21,097.5m**

Measured by: **Hugh Jones**
Date: **2003-10-07**

Measurement method: **Jones counter mounted on bicycle wheel**

Elevation, if not same, of: START 3m FINISH: unknown, but >3m
Distance, in a straight line, between start & finish: **approx. 5km**

Description of the Course

- i) Terrain: **Flat, some gradients on bridge approaches**
- ii) Race surface: **Tarmac city streets, last 250m on all-weather track**
- iii) Course configuration: **Lap of c.13km, then finish section**

Measurement Details

- i) Section of road available: **Entire width of road or carriageway**
- ii) Line to be taken at turns: **Shortest possible route**

The team later set up a calibration course at the finish point (National Stadium with over 50,000.00 (fifty thousand) capacity), where the race would finish. This was about 8km from the starting line. The race advisor Ulf Saletti measured a calibration course of 372m, but this was with a 'hinge' in the middle;(this, and both ends, were marked with PK nails). Even so, calibration rides were consistent in each direction

The team calibrated on this calibration course at about 01.30 and went directly to the start. They measured sequentially without incident, reaching the finish line before 04.00. After recalibration they found the course to be 236.6m short – but the previous course had used a

different start and a different approach to the stadium entry which may have accounted for such extra distance.

The following day the team taped 236.6m back to establish a new start line, and also laid out an alternative finish, outside the stadium (using new calibrations) to be used by finishers outside 2 hours.

reading	counts	distance	adj.distance	location
		- 236.6	0m	Outer Marina, s side of Lagos Is, 3m west of ad. pylon
52000	00000	0.0	236.6m	light pylon (LHS), approaching Force Road
08128	56128	5024.3	5260.9m	lp on central reservation, past Kingsway Road bridge
63985	111985	10024.3	10260.9m	A Bello Way, metal gate in wall, opp. apartment bldg
19585	167585	15001.4	15237.7m	expansion joint, south side of Eko Bridge
75480	233480	20004.88	20241.48m	first flagpole LHS, inside stadium compound -----
82218	230218	20608.0	20844.6m	edge of track, lane 8
85043	233043	20860.91	21097.5m	middle point of spectators box on home straight
Alternative (mass) finish: (c = 11.157315/m)				
reading	counts	distance	adj.distance	location
68000	00000	20004.88	20241.48m	first flagpole LHS, inside stadium compound -----
77551	9551	+ 856.03	21097.51m	FINISH, marked position 30.4m from kerb of perimeter rd

List of 5km splits

START: 3m west of advertising pylon by docks on Outer Marina	
5km	260.9m before first lp on central reservation past Kingsway Road bridge <i>Note: this would locate the split point before the bridge, perhaps on the slip road which descends from the Bridge itself in a long right-hand turn</i>
10km	260.9m before metal gate in wall opp. new apartment building, A Bello Way <i>Note: this would locate the split point somewhere near the (GLO) building</i>
15km	237.7m s of expansion joint on s side of Eko Bridge <i>Note: this would locate the split point somewhere on the road descent, well before the footbridge)</i>
20km	241.5m before first flagpole inside stadium compound (LHS)
FINISH 1:	level with centre of VIP spectator viewing box on home straight of track <i>Note: this finish line will be used for those runners finishing under 2hrs.</i>
FINISH 2:	30.4m north of kerb of outer stadium perimeter road (see map detail) <i>Note: this finish line will be used for those runners finishing over 2 hrs.</i>

CALIBRATIONS

FOR FIRST 20km, AND <2HOURS FINISHERS:					
On 372m steel-taped calibration course outside National Stadium, Surulere, 2003-10-07					
Pre-measurement, 01.30			Post-measurement, 04.00		
start	end	reading	start	end	reading
28000	32150	4150	90000	94152	4152
32150	36302	4152	94152	98304	4152

36302	40454	4152	98304	02455	4151
40454	44605.5	4151.5	02455	06607	4152
Average – 4151.375 (x 1.001/372m)			Average – 4151.75 (x 1.001/372m)		
Working Constant = 11.170769/m			Finish constant = 11.171778/m		
Constant for the Night (Average) = 11.171274/m					

FINISH SECTION FOR >2HOURS FINISHERS:					
On 372m steel-taped calibration course outside National Stadium, Surulere, 2003-10-07					
Pre-measurement, 18.30			Post-measurement, 19.30		
start	end	reading	start	end	reading
12000	16146	4146	89000	93147	4147
16146	20290	4144	93147	97294	4147
20290	24436	4146	97294	01442	4148
24436	28581	4145	01442	05590	4148
Average – 4145.25 (x 1.001/372m)			Average – 4147.5 (x 1.001/372m)		
Working Constant = 11.154288/m			Finish constant = 11.160342/m		
Constant for the Day (Average) = 11.157315/m					

Table 1 – Course Measurements

2.4.2 Athletes and persons with disabilities

Often athletes with disability and even people with disability are relegated to background in the planning and arrangement of sport events. The federation and its team made no such mistake and the adequate planning, safety and security measures were incorporated for athletes and persons with disability.

For example, their race time threshold was different and their refreshments and arrangements both at the start and finish were also adequately provided for and they were not subjected to the challenges faced by the able-bodied athletes and person when it comes to distribution of goody bags and company branded products

Results

The race was planned properly to comply with international standards of the International Association of Athletics Federations

In addition, it even incorporated elements catering towards athletes and people with disabilities who often get relegated to background in the planning and arrangement of sport events in developing nations

The federation and its team made no such mistake and the adequate planning, safety and security measures were incorporated for athletes and persons with disability, for example, their race time threshold was different and their refreshments and arrangements both at the start and

finish were also adequately provided for; and they were also not subjected to the challenges faced by the able-bodied athletes when it comes to distribution of goody bags and company branded products

2.5 ISSUES CONCERNING PERSONNEL AND STAFF

One point is the issue of appointing a General Manager and a number of assistants to form an MTN Lagos International Half Marathon race organisation, there's been talk about it but now it must be a fact so that there is a person who will be responsible overall.

The federation and the title sponsors agreed that hiring a General Manager to coordinate the various companies and departments involved in the half marathon was an expedient and imperative idea.

A criteria and job description as to the type of General Manager needed and the job description and deliverables benchmarks were quickly put together with the help of the title sponsors and a head-hunting firm were contacted and newspaper paper adverts were also carried out

A General Manager for the event was subsequently hired to coordinate and manage all aspect of the event and also to design a framework for the proper and pragmatic interface between the various publics involved in the event – notably the title holders, the sponsors, the volunteers, medical team, safety and security amongst others.

In addition, the above, the organisation needed persons who are taken on to be responsible for the registration procedure, PR and press activities, marketing, sponsor servicing, volunteer recruitment and aspects of the race. These issues were also included in the role of the GM or by one of the Managers above.

A strong GM and a good middle management group would secure the organisation for the MTN Lagos International Half Marathon

All of the above Managers need a number of assistants who they can work with and totally rely on, plus they need sufficient keen volunteers who are fully briefed about the work

The General Manager cannot cover all aspects of an organisation, so his role must always be the full-time front person who oversees the overall organisation, takes strategic decisions - marketing, budget / financial and is a good team leader

It was also suggested that the General Manager had to be sent off to study a mega-race somewhere in Europe to get a feeling first hand and in practical terms what is needed to organise a major international race. It was agreed that it would be impossible to be in charge of a major race and do a good job if one does not have the right insights into the needs and the logistics involved

The GM must have as part of his organisation a group who will cover the main parts of the race organisation and the GM is responsible for the recruitment of these persons who should take responsibility for the following areas;

- Start area Manager
- Course Manager
- Water Station Manager
- Finish Area Manager
- Manager for Pre-Race Distribution of Numbers and Post-Race Service Area
- Security Manager
- Medical Manager

2.5.1 Start area manager

The individual would need to ensure that set up of the area must be finished a long time before any of the runners will come there and this means that all traffic must be stopped, and security must be in place from the time of the set-up.

For an early morning start this means that a lot of preparations must be done the day before and then have security to guard the set-up. There must be a lot of barricades to make sure that athletes will only be in areas, where they are supposed to be

All traffic must be stopped in Outer Marina at least 2 hours before the race and diversions must be prepared to make sure the normal traffic can travel on the roads.

In order for the MTN Lagos Half Marathon should get any international respect and recognition then it is an essential rule that the runners, public and media should know when the race starts and communicate it accordingly.

One thing which is important to think about is to coordinate the start time to what should happen in the Stadium Bowl during the build-up to the finish and later in the morning if big raffles, entertainment and other things are planned

It would also be critical to have a good PA system at the start area to be able to handle the big start field and give them information and directions to avoid any ensuing chaos. The announcer must have a set plan for which information should be relayed during the time before the start.

It would also be very important to identify how the runners will come to the start area at Outer Marina road. There should be no-one except for the elite runners and the Corporate Challenge / VIP's who enter the start area from the front. All normal runners must enter the start area from the back, mainly from the road under the fly-over from the roundabout near the Church.

Security should be in place well in advance to make it possible to keep the masses in order at the start area and also to secure the entries from different sides of the start area.

2.5.2 Course manager course marshals & water station managers

The course for the race would be the half marathon course, which was measured by IAAF certified course measurer Mr. Hugh Jones with start area on Outer Marina road

The job for the course manager is to identify all critical areas along the course where he needs to have barricades and course marshals to make sure all runners cover the correct distance and that the course is a hundred percent secured from traffic

The course manager's responsibilities would have to begin from the start line up to the gate when runners enter the Stadium.

From the time of the start of the race up to the time the last runner finishes the race, there must be no cars or motorcycles on the course except for the official vehicles and police vehicles.

The course manager would have to set a plan together with the police and the security company to ensure total compliance

Course marshals

When these individuals are selected, they must be briefed about the race in full as well as about the specific place which they will be assigned to on the course, so they know their obligations regarding the directing of the runners on the course as well as securing the roads from traffic.

All course marshals must also be part of a pre-race course inspection when the course manager or one of his assistants will go through the job on site.

There should be a total of 6 water stops along the course as per the course map plus at start and finish. The warm weather made it very important to have the water stations working 100% to service all runners in the best possible way to help them reach the finish line at the Stadium!

Small water bottles (25 –50 cl) had to be sourced well ahead of the race. It would be important that the Water Station manager who is responsible for this area plan the logistics and the work at each station in detail and also have dedicated persons who are responsible at site on each of the water stations plus that there will be enough volunteers to help with the distribution at each of the stations.

2.5.3 Finish area manager & manager for pre-race distribution of numbers and post-race service area

The main job for the Finish Area Manager is to plan all the logistics from when the runners enter the Stadium until they leave the Stadium after the finish line.

The Finish Area manager would need to have efficient back up from the Police and security personnel as the Infield of the Stadium would have to be super-tight. There should be no non-race persons entering the track or infield.

Only runners would be allowed to enter into the big gate on the back straight and no spectators should be allowed from the seating area into the track area

After the finish all runners should be directed out of the Stadium via the normal gate in the curve and over specially built “bridges” over the moat. The most important is that they should get outside the Stadium bowl before they stop for their post-race runners service.

As pertains to the results, it was proposed that only the top runners will be recorded manually, (top 100 men and top 25 women), and the rest of the runners (fun runners) can see their own time on the finish display.

The group who will do the manual recording of the top runners should be fully briefed and a finish funnel should be arranged for this purpose. Once the top runners have finished, this funnel will be taken away to make a straight unobstructed way out of the Stadium for the rest of the runners to the service area outside the Stadium bowl.

The person who is assigned for the Pre-Race activities would also be in charge of the Post Race Runners service activities

As for all the Managers the priority is to set the plans for the issues for which he is responsible, in this case - to identify an area for the Number distribution, liaise with the Registration personnel and decide on the procedures for the distribution and work out how many volunteers who are needed.

For the Post Race Runner service, it was suggested that all runners who are finishing in the Stadium bowl be directed out of the bowl via the gate and the built-up bridge after the finish line.

An area should be established just outside the Stadium where runners should get all the post-race-service with water, goodie bags and anything you can provide, and this area should be fenced off with barricades and secured by security personnel.

2.5.4 Security & medical managers

The Security Manager is one of the most important persons in the organisation to make sure that there can be a smooth running of the event from the pre-race activities, the start, on the course, water stations, finish and post finish area.

The Security Manager's main issues would be to identify and quantify the need for security in the different parts of the race (start, course and finish) and then liaise with the police concerning the number of police personnel and what they should be doing. He should also work with a private security firm, which will be assigned to have security responsibilities in addition to the places where the police will be

It will be very important to get all plans from the police well in advance for road blocks and road diversions and the timings for them to be able to evaluate the need for additional security personnel along the course.

The security for the runners, the volunteers, spectators and, of course, the Race management is the single most important issue and there must be a professional person assigned to this who understands the seriousness of the security around an event right down to the "nitty-gritty" aspects to do a perfect job.

Another important concern of paramount importance is the well-being of the runners in the race. It is very important both for the Race organisation to give a nice touch and feeling of safety for the runners and to MTN to have a race with no casualties or, if they do occur, to give a fast and good treatment and establish goodwill for the event.

The federation did not have the manpower to execute such a massive event with many components and such a large number of participants, so they had to put in place a volunteer framework. Volunteerism is always a complex and sometimes risky undertaking because you are getting people from different backgrounds and different orientation, beliefs, dispositions

The federation therefore decided to also organise training for these volunteer group and obtained elementary data and background information that will help to identify suitability and also potential trouble makers at the point of training.

The Medical Manager should be in charge of the overall medical organisation for the race with Aid stations at the start, at each water station, mobile personnel along the course and in the Finish and Post Finish areas.

The Medical Manager should identify the number of personnel and also be in charge of the recruitment of the medical aid personnel, which, of course, also could include personnel from Red Cross or similar organisation.

The Medical Manager's responsibilities also include sourcing the equipment needed at the different stations.

Results

The event was able to proceed smoothly as each manager in conjunction with the General Manager was able to organize and fulfil the requirements of their station to support the successful launch and completion of the event.

As regards the volunteers, the federation training programme was also a resounding success as they were able to perform the duties without any issues or problems. They were effective support structures that helped make the event a success.

Additionally, the potential sponsors saw an opening to showcase their products and increase their brand building efforts by agreeing to provide company branded products and clothing to the volunteers that came forward

2.6 ISSUES CONCERNING SECURITY

To ensure an event runs smoothly, a sufficient level of pre-planning, planning and preparation and managing the event must be carried out. Effective pre-planning, planning and

management helps to avoid unpleasant surprises when time comes time to execute and run the event

Conceptualising a good sport event and raising the necessary funding for it may not be enough and a 'cure all' to ensure a successful event; unless, all proper event management is executed to ensure optimisation of resources deployed and enduring positive outcome for the various publics and stakeholders notably the title holders, the public, and the sponsors. A pointer to the importance of the increasing importance of proper sport event management is the case of Mr Kay of Tucson Arizona High School and Boston Marathon terrorist bombing

The explosion of this sport management events in recent decades can also have very serious and life-threatening security and safety implications. For example, the porous and punctuated and less than professional crowd control safety and security measures truncated and cut short the budding career of a first class athlete on February 6, 2004 of Tucson Arizona High School star 6 foot-6 Joe Kay, (already granted volleyball scholarship to ivy league, Stanford University, a National Merit semi-finalist with an excellent 4.5 grade average

While celebrating, the crowd charged onto the floor knocking Mr Kay down to the floor, breaking his jaw and twisting his neck that damaged his left carotid artery and inducing stroke. The cognitive injury, which left Kay partially paralysed

For what would have cost the university an insignificant amount of money (compared to the damages it paid out after the suit instituted for negligence by Mr. Kay's family) to provide adequate security the school ended up paying \$3.5 million. The ensuing publicity blitz led to fundamental changes in the way and manner events are managed and security architecture at high school athletics contests (American National Federation of High School Associations. 2016)

Another good example of how costly the lack of proper planning and provisions for security in event management can result in is the case of the bombing at the Boston marathon in April 15, 2003 resulting in the death of two police officers and injuries to another 16 police officers together with injuries to 264 civilian and spectator injured. Although no formal suits were instituted against the Boston Athletics Association on negligent grounds as event organiser the whole saga ended up costing over to \$ 61 million because while One Fund Boston paid \$61 million to about 232 claimants insurance companies paid out an undisclosed amount to 113 to mainly businesses for property damage and business disruption

Just like the case of the massive changes brought about by Mr. Kay's career ending injuries due to porous crowd control the aftermath of the Boston tragedy led to fundamental changes in the security architecture for marathons and other outdoor events and the changes included active shooter scenarios and other safety and security machinery that must be put in place before approvals must be sought and granted for such events

Events of this magnitude have the potential to attract all sorts of people including the mentally unstable and people who just want to use the opportunity of such massive crowds to sow mischief and cause harm and while the federation had already made plans and also additionally created redundancies for those plans notably in the area of security and traffic control it was also realised that one cannot possibly plan for and contain all possible and probable issues and emergencies that may crop up in such an event with such massive scale

The federation therefore approached an insurance company and had to indemnify certain and insure against certain local know risk quotient in a mega city like Lagos. The team also made sure that there were certain disclaimers that protected our major sponsors in the original forms filled out for all those that participated in the road race and that will eventually be a proactive and excellent move as certain people tried to sue the sponsors after the event but for those disclaimers incorporated in the forms the consequences and after math and plausible and attendant bad publicity such scenarios would have attracted for good and/or bad reasons were all averted

Many parts of the mega city of Lagos have lagoons and islands and is connected by an intricate and inter connected network of bridges; while security was vast and comprehensive it was not feasible nor practical to cover every inch of the spaces and this led to a regrettable incidents that people tried to pin on our major sponsors; however the insurance taken out by the event managers and organisers before the event made sure that our sponsors were covered from any incidental and collateral damages

Spectator management or sometimes called crowd control was also a very crucial aspect to consider especially in sports where passions and excitement can sometimes be fractured and porous and have a tendency to get out of control. It can be extremely dangerous and potentially life threatening if not properly planned for, monitored and evaluated.

Furthermore, crowd control barriers, police on horsebacks were all deployed along the road race entire route at intermittent decent levels and police helicopters were all deployed

overhead to pin point areas of possible stress and difficulties to make sure that crowd control was on first class standard.

2.6.1 VVIP & VIP guests

As part of the overall approach to safety issues and considerations the race was done in stages and in different categories. Furthermore, the seating arrangement at the beginning of the race was also categorised and arranged in a way that will not cause distractions, abrasions or infractions as the race had a VVIP and VIP section both at the start and finish and different time scales and security measures were provided.

Additionally, the local participants also had their time scale and demarcated areas while the elite runners including international athletes from countries were also located at different areas during the start and finish and hospitality areas. The whole arrangement helped in the seamless management of the variables that cropped up for these different groups and categories. It goes without saying that issue of security, medical and safety were paramount in the considerations of these arrangements

Results

The prudent work the federation did resulted in an event that was free from any security incidents. In addition, the team had also made sure that there were certain disclaimers that protected our major sponsors in the original forms filled out for all those that participated in the road race. This eventually was a useful shield after the event concluded as certain people tried to sue the sponsors after the event but for those disclaimers incorporated in the forms the consequences and after math and plausible and attendant bad publicity such scenarios would have attracted were all averted.

Furthermore, many parts of the mega city of Lagos have lagoons and islands and is connected by an intricate and inter connected network of bridges; while security was vast and comprehensive it was not feasible nor practical to cover every inch of the spaces and this led to a regrettable incidents that people tried to pin on our major sponsors; however the insurance taken out by the event managers and organisers before the event made sure that our sponsors were covered from any incidental and collateral damages.

It is important to point out here that the comprehensive spectator and crowd control management and frameworks put in place gave comfort zone to all and sundry including participants, the sponsors and also gave rise to reduced insurance premiums for the various potential risk issues that were insured/covered

In conclusion, for the MTN Lagos International Half Marathon, nothing was left to chance in this area as adequate security personnel were provided by the city plus the additional private security firms hired by the federation were all in sync

III. THE POST RACE ANALYSIS OF MTN INTERNATIONAL HALF MARATHON

Events involving sports can be adjudged as the testing of human physical endurance and prowess through managed competition are one of the most enduring of human activities and people have loved them from the ancient times as is evidenced from many sporting arena ruins of ancient times from Greece to Italy to Turkey and other parts of the world.

Sports events can be multifaceted and has the potential to bring variety of positive benefits including socio economic multiplier effects to both the sponsor, host organisations but also to those who participate in the sport event; such as players, coaches and official sponsors. In addition, it also provides tremendous entertainment and enjoyment to all participants

Sporting events if well-conceived and managed may also be very profitable for the organization, entrepreneur or rights holders and/or sporting federations. Additionally, sporting events also provides sponsorship and leveraging opportunities for marketers who want to reap benefits of being part of an event and also seen by attendees to that event

Regrettably, getting started is never easy nor will it be inexpensive in terms of material outlay, time. Goodwill and energy expended. This is because after the initial attendant cost quotient and conceptualized plans are laid out, there are even more contending variables to think about and manage properly; in terms of hosting, promotion, permits, zonings; and the list continues and is never a linear progression but sometimes a complex and confusing undertaking especially in trying to balance the equities for the various participants, stakeholders and sponsors. The success, profitability or otherwise of staging sporting events rests on the successful and proper professional management of the sporting property/event

Sports events industry is growing in leaps and bounds and more attention is being paid to the industry in terms of pure academic research and cost benefit analysis scenarios

Dues to the leveraging opportunities and potential and the innate ability of sports events to generate passion, excitement, support and boost tourism and generate media coverage and sometimes raise income; it has placed sporting events at the front burner of most government event planners, strategists and sundry stakeholders in order to use sports events as destination marketing opportunities, drivers and programmes.

It is also high on the list of local, regional, international sports governing bodies and plethora of sports organisations big and small and across various strata from small local events all the way to massive international sporting events like the Olympics

However, it would appear that the growth and potential growth in leveraging sports events for the larger society's good has not been matched up to the growth in professionals that will manage these events because opiated out severally in this paper a sporting event that is not managed well can also present considerable challenges and risk factors that can lead to life threatening scenarios that are best avoided

As this paper has shown, apart from the other desirable positives sponsors of special sport event can gain and attract to their brand; the event management analysis done in this study using the MTN Lagos International Half Marathon frame work and performance and management benchmarks, from an event management perspective was not only largely achieved by MTN because the sponsorship continued and the budgetary outlay was made even bigger but can by emulated, replicated, perhaps with of course adjustments for the peculiarities of local conditions; and, the odds are in favour that the event can be as successful as the MTN event in the brand building and brand equity architecture

The study had also shown that despite the fact that the event management is still emerging, and not enough academic and other body of research have been done; as a consequence, there are still fundamental elements of strategic planning and thinking coupled with articulating the key success factors inherent in any sport event management. In particular, paying close attention to the key success factors with built in mechanism for constant review at pre-event, stages, during the event and post event

There were still too many loose ends when the registration started this year with no real decision on the start area, start time and other logistics. For the next event of this magnitude it was suggested some reforms and strategic decisions be made before registration opens.

The number of entries of over 20,000, was fantastic and the entered runners got so many 'goodies' from the title sponsors MTN for which they were very happy

It was realized that there was a problem with having an entry fee as it would mean that there must be some control over the collection of this money and it would also make it more difficult to have on-line-registration due to the dynamics of various payment platforms but that is been worked on and must be resolved as part of the future mix

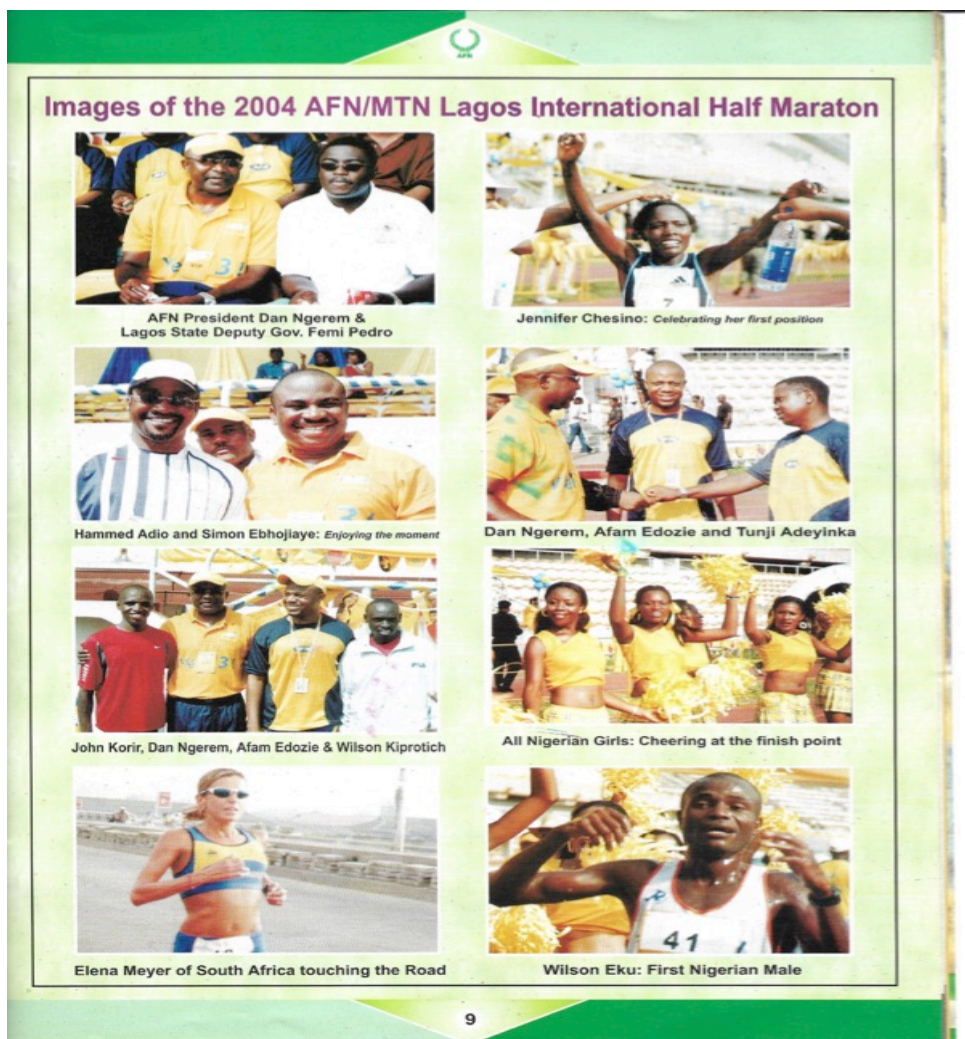


Figure 8 – Images from MTN Lagos International Half Marathon

(Source: AFN News December 2004-January 2015 issue)

A small registration fee would probably mean that you would get a more serious approach to the registration. However, it must not be too high as to prevent people registering

For the future events a decision must be made on the maximum number of entries. With the interest shown it is advisable to have a cut off mark of about 20,000 participants. This must be monitored daily so that when it gets nearer the figure such as 18,500 you can report to the media that the race is now full, and no further entries would be accepted at the drop off stations or on-line.

The quantity of number bibs for the race was an on-going struggle as the additional numbers needed at the last minute were not ready until the last day of distribution. This has the potential to cause needless hassles and must therefore be contained

To remedy this, the maximum number of entries must be decided beforehand in order to have the full number bib selection ready in time. The system for distribution of the bibs and the “goodies” which was used in the stadium must not be complicated. plus, there must be more visible information for the runners, information boards telling them where to go

Ideally, the main priority is to find a place where there is easy access for entry with a separate exit. Runners must collect their bibs and other relevant items before the race and that no last-minute distribution would take place on race day

3.1 Athletes and Facilities

The planning of the water stations and refreshment stations were done much too late and also the buying of all equipment for the stations

There was nothing in place where ideally the water stations should have been set up earlier in the morning of the race. It will be very important to get a full picture of these stations worked to be able to set the plans for next year

It must be properly set up, so each station has enough equipment to be able to give the right service to the runners. Ideally supplies should be bought or secured from the sponsor earlier. This would make planning easier for the set-up of the water stations during the night

There were too many people in the in-field that did not belong there. This caused problems for the elite runners and also with the award ceremony. For the next time around, it is very important that there must be good security to keep the general public in the stands and get the runners out of the Stadium for their post-finish activities

It was a good idea to use a video screen in the stadium to enable spectators to follow the whole race but unfortunately the image was not clear enough to see anything and there was no commentary, so it was very hard to get any feeling of what actually happened. If it is not possible to get a better image and commentary, it is probably not worth spending the money on this facility

Overall it would be better to use an experienced announcer who has contact with people along the route to keep the crowd informed

The “investment” to sign up the Kenyan stars was worthwhile as the media interest created was good for the first race. The total amount of around USD 77,000 spent on the invited athletes (fees USD 27000 and prize money USD 30000 plus we guess around USD 20000 for travel and accommodation for the invited African athletes) can always be discussed but for the future of the race there are some standards set which will now be known and it will be seen as a very big and "wealthy" race that will attract the best athletes in the years to come.

There was also very positive feedback from the Kenyan athletes who welcomed the opportunity to participate in a world class event in their own continent. Another positive point which would have been noted by the athletes and managers is that the prize money and appearance fees were paid on time. This will also help to establish the race as a serious bona-fide event.

A good initiative was to invite teams from the neighbouring countries to participate in the race, this will also boost the event in the region and give a lot of goodwill for AFN for supporting the long-distance athletes in a region which is not well known for these kinds of events.

There was a bit of an issue over how to identify the Nigerian runners who should be considered to be seeded to the elite field. In the end there were a list of nearly 100 names who got the elite numbers.

This initiative to offer trips to an international race for the top 5 Nigerians was a great initiative which will be very important for the growth of long distance running in Nigeria as it shows that the AFN (and MTN) cares about these athletes

Moving forward subsequent emphasis should be on the female race to show a support also for the female runners. Invitations should be dispersed to 2-3 female top runners in the world to put a focus also on the women’s race and give the Nigerian female runners some “role-models”.

3.2 Media Services

There seemed to be a lot of media interest in the race starting with TV and radio interviews in September up to the post-race interviews with the medalists

The press conference was well attended, and the presence of the Sports Minister created a lot of interest. In a way, this gave the conference more of a political slant and maybe took away the focus from the athletes, but this is something to think about and decide on for the future on a case by case basis as overall government support for major international sport events cannot be quantified and is very much needed and must be part of the overall strategic mix

One idea could be for the press chief to lead the conference by asking the athletes some obvious questions which would then encourage the journalists to follow with questions of their own

There are a lot of stories to be told but journalists are sometimes not willing to work, they want everything just “served” and that means that we have to give them that service in a suitable way because head or tail they are a much needed part of staging a sporting event of any kind so that the much needed exposure for the event and the sponsors will be maximized

A biographical information on the elite athletes was produced which didn't seem to be used much. Since distance running is still in the background of Nigerian athletics, maybe more effort could be made in the future to distribute this kind of information so that the media and public become more educated about distance running so that they can show more passion and enthusiasm

It is suggested to have a dedicated press chief that have time to do a ‘full-time job’ in the last weeks before the race and during the race is important to have to get full “mileage” out of the event.

3.3 Officials and Volunteers

It was very encouraging to see such a lot of interest and enthusiasm in the event from local people. However, it is still necessary to plan briefings well in advance to ensure that everyone understands their responsibility.

This must be part of the overall logistic organisation to build up groups which handle different aspects of the race with a chief/manager in charge who belongs to the “Organisers Group” and then have “sub-managers” who are answering to them exactly who is handling different parts of the work which is allocated to the group.

The relevant protocol team did a good job meeting everyone at the airport and also bringing everybody back to the airport after the event. This worked very well however the overall transport organisation with one person responsible who was supposed to stay in the hotel did not work as efficiently as this person had also other commitments and disappeared often.

One serious problem that happened was the transport on the race day, when it was vital that athletes and officials arrived on time, was not successful. The requested vehicles didn't turn up and people had to make do with what was available. Also, the police who were meant to ensure that the vehicles could enter restricted areas of the course had not been properly briefed

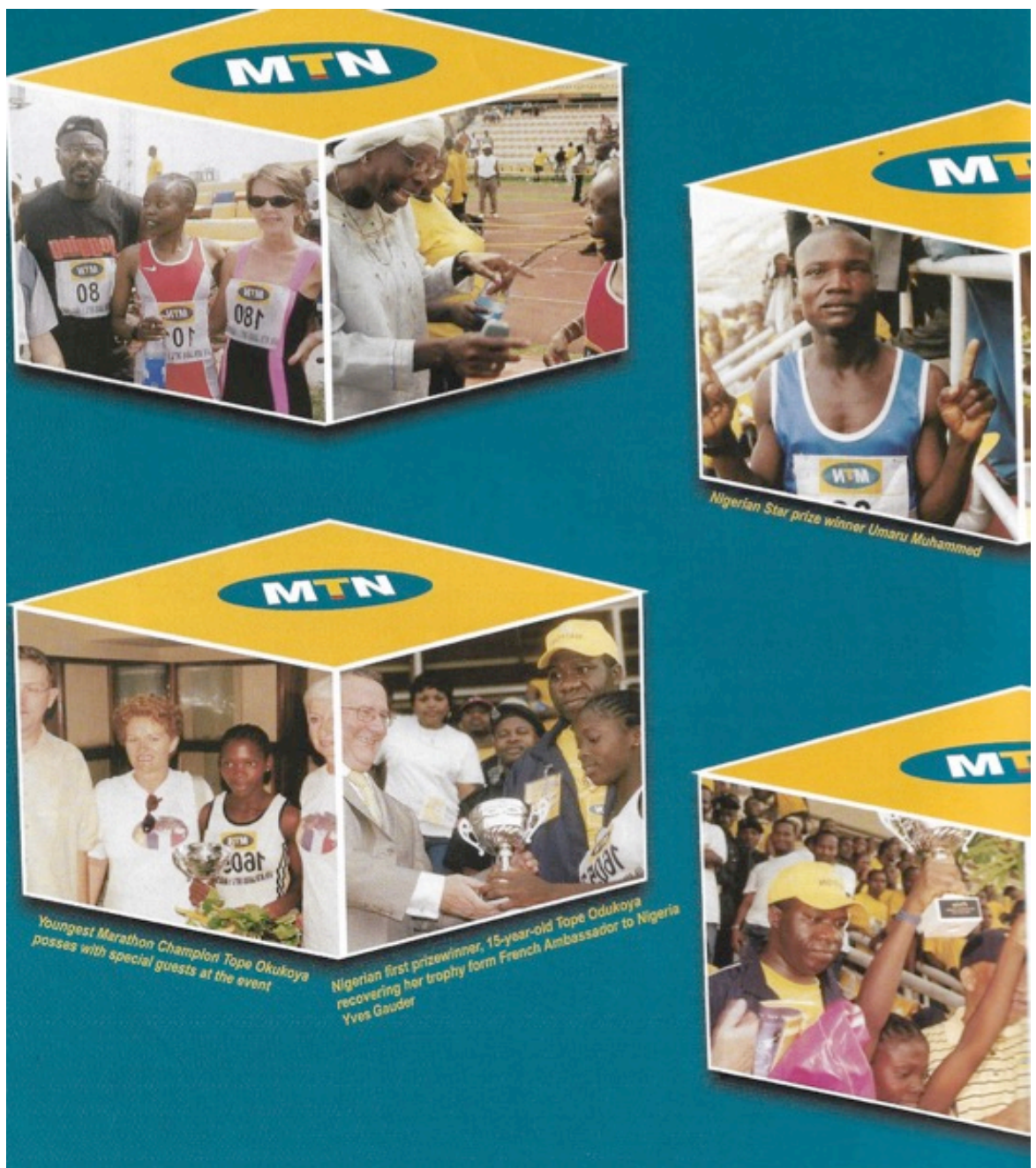


Figure 9 – Images of Athletes and awards from MTN Lagos International Half Marathon
 (Source: Brand Faces 2004 issue)

3.4 Unforeseen elements

This paper has been able to show that for a management of successful international sport event, the title holders and owners of the property do not necessarily have to have all the needed expertise in house and should in fact not be dissuaded from strategically conceptualising and thinking through a give sporting event; because as this paper has shown the requisite expertise/experts can be brought in and integrated with local expertise and knowledge in order to manage and organise a successful sporting event to the benefit of all participants and stakeholders.

Despite the detailed pre-planning and planning, the event did present some challenges as some people tried to use the cover of the event to commit untoward events. One person used the opportunity to try to commit suicide by jumping off the one of the interconnected bridges in the city; this type of behaviour was never anticipated and during the post event analysis it was decided that there will be additional security and human shield along the inter connect bridges that span the city because Lagos as a city is practically surrounded by water.



Figure 10 – MTN International Half Marathon: President Olusegun Obasanjo, AFN President Dan Ngerem, and CEO MTN Adrian Wood flanked by other MTN and AFN Officials

(Source: AFN News April 2004 issue)

We also had challenges with pilfering and rudimentary theft issues from city miscreants and street urchins. Because the event was an early morning event those in charge had used the previous night to establish the water stations and refreshment stations, regrettably when they went back home to change and now come for the event proper some of the water and refreshments had been stolen.

The LOC will learn from that experience and in the post event SWOT analysis it was agreed that for future events security will be established in shifts to monitor those water and refreshment stations because they are such a critical component of the event given the tropical climate and high humidity in the city of Lagos

As desirable as volunteerism maybe it can also disappoint because they are really made up of all sorts of persons that event managers would not have enough time to evaluate and some despite the training and the expense of training them, they still either did not show or showed up late for the event. The LOC decided also that there must be team leaders made up of more responsible volunteers from the core staff of those that have a direct stake in the event to forestall such infractions in future

Some international participants and elite athletes missed their connecting flights despite the fact that they had protocol officers with them and it was further observed that some of them had non-refundable airline tickets and had financial challenges. Furthermore, the accommodation arrangements had been booked for certain periods coinciding with the dates of departure of the invited international elite athletes and participants and those they had challenges with their flight actually had nowhere to stay as the accommodation had lapsed.

The LOC also resolved to make sure that there will be residual accommodation reserved for the event to make sure that no foreign participant is left to their own devices as that type of scenario may lead to negative press not only from the stand point of the country where the event took place but on landing in their own country the bad press may even assume international dimension

We also faced challenges with people who had any type of infraction during the event as some tried to write to the sponsors directly in an attempt to exhort money through spurious and frivolous claims and this in spite of the fact that we had adequate insurance cover for the event that tactically indemnified all our sponsors in the event of any injury or infraction. From this

experience, the LOC also agreed to tighten the protection of all sponsors and other stakeholders in the event by incorporate the issue of indemnity in the application forms for event and also online and in social media and social networks

3.5 Conclusions and prognosis for the future

This paper in part one examined the theoretical basis and the importance of sports event management. The second part examined the conceptualisation, challenges and execution of a special international sporting event in a developing country by using the MTN International Half Marathon as the basis for analysis. In the concluding part, the paper underscores the universality and potential of using special sports events in brand building efforts and underscores the importance of proper, professional and efficient management for optimisation of resources deployed

The paper also pointed out the delimiting factors of analytical framework used and went further to suggest that those limiting factors must be factored in in future studies not only to expand the frontiers of knowledge in this dynamic field but also for optimal and desirable outcomes

However, despite the general idea in this paper that the sporting event and the management can be replicated anywhere especially in a city metropolis; it should be realised that this study has certain drawbacks that should be considered before relying totally on the conclusions derived thereto. A main limitation of the study is that qualitative case study was employed as methodology for only one event in one location

The study was conducted within the confines of a sport event in a mega-city in a developing country with population of over twenty million and generalization of findings of this case study was limited to this one event in the sport of athletics. Thus, based on the analytical framework, the main limitation came from selection of just one sport event

Furthermore, this event was organised in a developing country with weak technical expertise and relevant experience and the implicit success relied partly on the expertise of foreign based consultants. Obviously, while the general operational framework and strategies can be replicated for success in any other developing country location; the results cannot be generalized to all cites and, in all circumstances, because the main subject and focus of this study were selected on the basis of sport event management perspectives

It is important to note that we got full support from the local and city governments in the successful execution of this event. However, as pointed out in the theoretical underpinnings of this paper in the introductory parts, the impact of opportunity cost (implicit cost of alternative use of tax payers' resources that were deployed for the event) was not fully analysed and it is often taken for granted in major sports event analysis. It is suggested that more work should be done in this area in order to properly cost and situate the impact of opportunity cost implications in major sporting events so as to make the cost benefit analysis more sanguine and closer to reality

In the circumstance therefore, future studies and research should include proper analysis of the requisite and perhaps different key success factors that maybe typically localised and for a given sporting event. Future studies and researchers may interrogate the idea of whether or not the scale of sports events, fundamental local factors and socio-cultural ethos may affect the applicability dimensions and operational framework

We also observed that there was quite an interest in the event in terms of television content and that informed the subsequent hiring of a production company that packaged a French version of the event. The LOC also decided to include live commentary in both English and French in subsequent editions because most of the neighbouring countries near the city of Lagos are either English speaking or French speaking or both.

It was felt that this will not only increase the value of the overall content but will potentially increase the reach and exposure of sponsors; and above all create an opportunity for the marketing team to also sell content and try to get sponsorship from a wider perspective as they will have both English and French speaking countries to market the event to

The importance of sports events management in terms of socio-economic benefits tourism, economic development, urban regeneration and re-gentrification, marketing cultural and social goals, image and brand equity has been increasing, and has been well documented. However, the importance and leveraging power for brands using sports management events as part of the brand building pursuits has not been focused on with a commensurate zeal

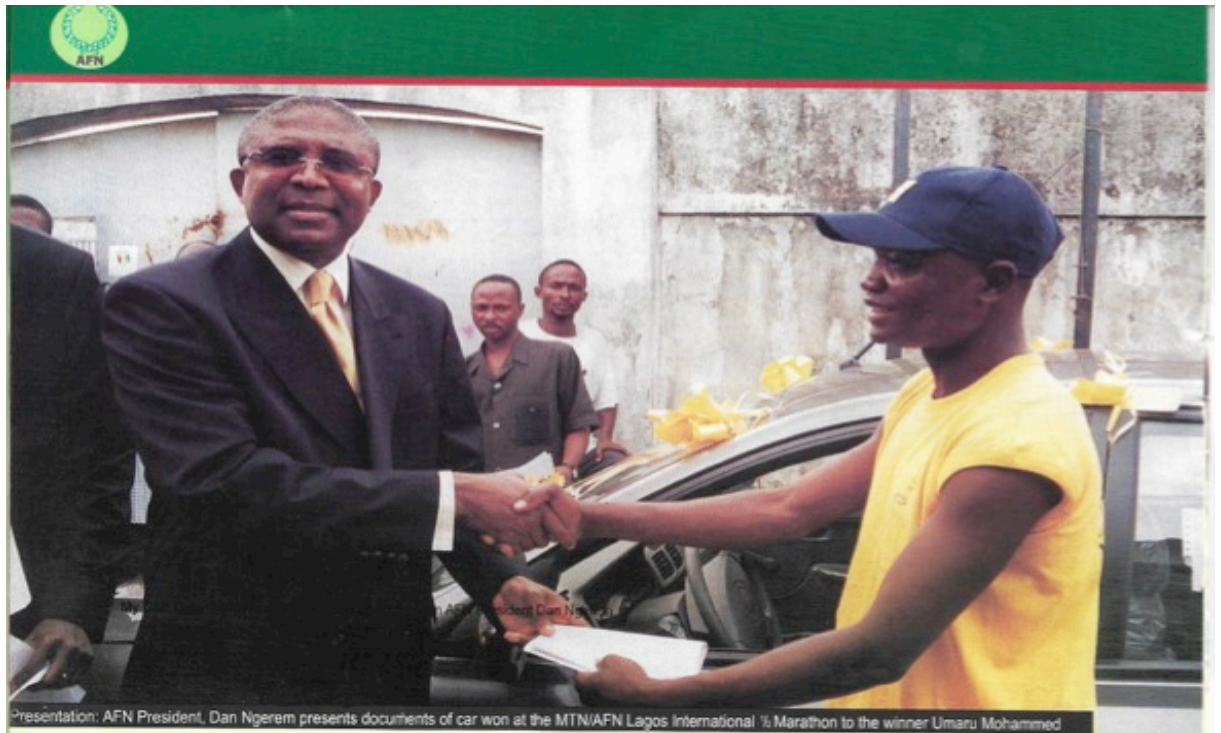


Figure 11- AFN President Dan Ngerem presents documents of car won at MTN Lagos International Half Marathon to winner Umaru Mohammed

(Source: AFN News July 2004 issue)

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ANNEX 1: GLOSSARY OF TERMS

AFN – Athletics Federation of Nigeria (AFN)

Brand - is a name, term, design, symbol or other feature that distinguishes one seller's product from those of others. (Mortensen, 2007)

Brand Building - is generating awareness, establishing and promoting company using strategies and tactics. In other words, brand building is enhancing brand equity using advertising campaigns and promotional strategies. Branding is crucial aspect of company because it is the visual voice of the company. (<https://www.mbaskool.com/business-concepts/marketing.../13022-brand-building.html>)

Brand Strategy - long-term plan for the development of a successful brand in order to achieve specific goals. A well-defined and executed brand strategy affects all aspects of a business and is directly connected to consumer needs, emotions, and competitive environments (Gunelius, 2013)

CAA - Confederation of African Athletics

Canal Plus - French Premium Television Channel

Case research method - useful when investigating contemporary phenomena within a real-life context, especially when the boundaries between the phenomenon and the context are not clearly evident (Silvestre, and Dalcol, 2010; Yin, 2003)

Case study - as ‘an empirical inquiry that investigates a contemporary phenomenon within real-life context when the boundaries between phenomenon and context are not clearly evident and in which multiple sources of evidence are used’ (Easton, 2010)

Communication - process aimed to cause the change of consciousness of the recipient of the information intended by the sender. Communication consists of the following actions made by the sender to encode thoughts, giving media (physical transfer to the consignee through the formal or informal channel), receive support by the recipient message, the reproduction of the information content (decoding) and feedback (Mortensen, 2007)

Data triangulation - Data from multiple sources to enhance reliability of outcomes (Barratt, Choi and Li, 2010)

Event management - the application of project management to the creation and development of festivals, sporting events and conferences, etc.

(Ramsborg, G.C.; B. Miller, D. Breitter, B.J. Reed & A. Rushin, 2008)

Event Management - the application of project management to the creation and development of festivals, sporting events and conferences, and similar events.

(Ramsborg, G.C.; B. Miller, D. Breitter, B.J. Reed & A. Rushin, 2008)

Eyeballs - in marketing - is the number of people who watch a particular television channel or visit a particular website

Federation - Athletics Federation of Nigeria (the title holders)

Goody bag (plural goody bags). A bag containing company branded gifts and promotional material handed out to registered participants

IAAF - International Association of Athletics Federations

Integrated marketing - an approach to creating a unified and seamless experience for consumers to interact with the brand/enterprise; it attempts to meld all aspects of the marketing communications such as advertising, sales promotion, public relations, direct marketing, and social media, though their respective mix tactics, methods, channels, media, and activities, so that all work together as a unified force. It is process designed to ensure that all messaging and communications are consistent across all channels and are centered on the customer. (Belch, & Belch, 2004)

Judgmental sample - a method that will allow for the selection of case that seems most suitable to answer research questions and propositions (Maki and Sjostrand, 2007); Saunders, 2007)

Key success factors - Key success factors are, according "the limited number of areas in which satisfactory results will ensure successful competitive performance for the individual, department or organization. Critical success factors are the few key areas where 'things must go right' for the business to flourish and for the manager's goals to be attained." (Bullen & Rockart, 1981)

Legacy Issues – Irrespective of the time of production and space, legacy embraces all changes created for and by sport event that remains longer than the event itself as well as all future impacts created by those changes (Preuss, 2014)

LOC - Local Organising Committee

Marketing communication – “Marketing communication or promotion is one of the elements of the marketing mix and is responsible for putting the marketing offer to the target market. It is the planned and integrated communication activity that communicates with an organisation’s stakeholders” (Fill, 2002)

The marketing mix (also known as the 4Ps) - is a set of marketing tools that the firm uses to pursue its marketing objectives in the target (Kotler, 2000) Thus the marketing mix refers to four broad levels of market decision making, namely: product, price, promotion, and place. (McCarthy, Jerome 1964)

MTN- Mobile Telecommunications Network

NTA – Nigerian Television Authority

Nud* qualitative software that make the tasks of the qualitative researcher easier and more efficient, it is important to note that it does so without sabotaging the traditional methods of qualitative data analysis (Richards & Richards, 1992)

NVivo is a qualitative data analysis (QDA) computer software package produced by QSR International has been designed for qualitative researchers working with very rich text-based and/or multimedia information, where deep levels of analysis on small or large volumes of data are required

One Fund Boston - The charity for victims of the Boston Marathon bombings

Sports Event – An activity involving physical exertion and skill that is governed by a set of rules or customs and often undertaken competitively

Sports Communication - process aimed to cause the change of consciousness of the recipient of the information intended by the sender. Communication consists of the following actions made by the sender to encode thoughts, giving media (physical transfer to the consignee through the formal or informal channel), receive support by the recipient message, the reproduction of the information content (decoding) and feedback (Mortensen, 2007)

TV5 – Global Television Network; broadcasting several Channels of French language now known as TV5Monde

TVE – Television Trust for the Environment. An independent not-for-profit organization

VIP – Very Important Personality

VVIP – Very Very Important Personality