



# **Sports Event Strategy**

## **Buffalo Niagara Sports Commission**

**Prepared by:  
TSE Consulting**

**December 2015**

---

## TABLE OF CONTENTS

---

Introduction.....	2
Methodology.....	3
Phase 1 .....	3
Phase 2 .....	9
Overview of Event Bidding .....	12
Alignment with Partners .....	18
Operational Consideration/Structure of Ongoing Efforts.....	23
Event Recommendations.....	22
Conclusions and Primary Goals .....	24
Final Recommendations in Key Functional Areas .....	27

### **Appendices:**

Number 1: Economic Impact Studies

Number 2: Cost Benefit Analysis

Number 3: Bid Campaign Essentials

Number 4: Competitor Analysis

Number 5: City Branding

Number 6: Bid Evaluation Instrument

Number 7: Event Evaluation Format

Number 8: Event Bidding Guidelines

Comparative Sports Commission Analysis

Sponsorship/Membership Program Comparison

---

## INTRODUCTION

---

This document is the result of a collaborative effort between TSE Consulting – North America (“TSE”) and the Buffalo Niagara Sports Commission (“BNSC”).

The project was commissioned in May 2015, and the review process took place over a seven-month period, concluding with a report to key stakeholders in December 2015. The purpose of the study was to guide the Buffalo Niagara Sports Commission in identifying, attracting, and hosting important sports events over the next ten years.

Buffalo is well known for its professional sports teams and, in particular, its loyal fan base. But Western New York is much more than the Bills, Sabres, Bisons, and Bandits.

Through the excellent work of the Buffalo Niagara Sports Commission, a subsidiary of *Visit Buffalo Niagara* that promotes the region as a premier sports tourism destination, Buffalo and Erie County has become a preferred location for sports events. In 2014 alone, 169 sports events were staged, with economic impact of more than \$59 million. And, 2015 will be a record-breaking year, with more than \$69 million in economic impact already recorded over the first ten months of the year.

Although the Buffalo Niagara Sports Commission has had substantial success in bidding for major sporting events, it is evident that the current event bidding landscape is increasingly complex and competitive among major cities, necessitating a sound strategy that identifies events that can bring optimal results with minimal financial risk. And, because the period of time between event bidding and event hosting can be five years or more, it is evident that a long-term approach to event bidding and hosting is critically important.

Events have traditionally produced three notable city benefits: additional economic impact; heightened branding/image; and, enhanced “quality of life” for citizens as volunteers, spectators, and participants. In 2015 and onward, cities are increasingly placing a high value on “social benefits,” determining that major events can help to reinforce local community initiatives or to emphasize environmental resourcefulness. These changes in the context for event hosting are important new and ongoing circumstances that must be sufficiently recognized in a long-term event strategy.

And, community support for major events is more important than ever before, particularly because of public sector investment in infrastructure and municipal services. Events must do more than motivate economic activity or create media attention; they must strike a chord with the local citizenry, not only to purchase tickets and become volunteers but also to justify the potential risks that may accompany large-scale events.

Most importantly, events must be aligned with other strategic interests that the community has previously identified, so that such events can become catalysts for change within initiatives that are well-defined and broadly understood. And, to the extent possible, events can provide high visibility and important opportunities for community programs that otherwise might not be able to gain traction or widespread acceptance.

Therefore, the development of a ten-year event strategy is a reflection of the need for good planning and direction by city and county leaders and officials, as well as a testament to the highly competitive environment among major cities for the most important events.

And, fundamentally, the way in which the sports event acquisition and hosting function is organized and structured must be efficient in utilizing the unique characteristics and opportunities presented within the public, private, and nonprofit sector space.

---

## METHODOLOGY

---

The development of the Buffalo Niagara Sports Commission Events Strategy has been supported by the recognition of three guiding principles:

- The sports event strategy must be aligned with the most important community strategies, with sporting events serving as catalysts for achieving such initiatives.
- Sports events that are attracted and hosted in Buffalo and Erie County must answer the fundamental question, “Why and how is this event beneficial to the community”?
- Sports events must serve the interests of local citizens, with broad participation by all segments of the community.

There were two project phases, carried out over a seven-month time frame.

---

## PHASE 1

---

Phase 1 of the project focused on the competitive landscape related to event bidding and hosting, with emphasis on two areas:

- Market analysis, focusing on the current level of event activity, in terms of the primary/core sports, quantity of events in various categories, and economic impact generated through the efforts of the Buffalo Niagara Sports Commission.
- Market potential, comparing Buffalo and Erie County to various competitor cities and analyzing opportunities for higher levels of success through additional human, financial, and physical resources.

**Market Analysis:** **TSE Consulting** recognizes the significant achievements of the Buffalo Niagara Sports Commission since its formation in 2010. Clearly, BNSC has achieved remarkable success in attracting and staging sports events, with prudent utilization of financial resources and attraction of respected sports leaders to its Advisory Council.

Thus, the role of TSE was to identify additional opportunities that could help BNSC expand its efforts and build upon its strong track record of success.

BNSC has brought events to the region in various classifications of competition, including:

- Single-sport events
- Multi-sport events
- Youth or junior championships
- Disabled sport competitions
- Student-athlete competitions
- Military and public safety personnel competitions
- Senior and Masters events

For the five-year period 2010 to 2014, Buffalo Niagara Sports Commission reports the number of hotel room nights and economic impact for sports events as follows:

- 2010: 74,823 room nights (figures not included due to different economic impact formula)
- 2011: 86,297 room nights and \$53.5 million in economic impact
- 2012: 68,973 room nights and \$56.4 million in economic impact
- 2013: 72,450 room nights and \$56.1 million in economic impact
- 2014: 96,760 room nights and \$59.1 million in economic impact

And, over the last five years, Buffalo and Erie County have hosted significant domestic and international events that has greatly enhanced the region's image, including the following (economic impact in parentheses):

- 2011 IIHF World Junior Hockey Championships (\$6 million)
- 2010 NCAA Division I Men's Basketball First and Second Rounds (\$5 million)
- 2014 NCAA Division I Men's Basketball First and Second Rounds (\$5 million)
- 2014 US Bowling Congress Junior Gold Championships (\$5 million)
- 2010 Empire State Games (\$4 million)

The Buffalo Niagara Sports Commission efforts span a broad range of sports, reflecting the varied interests of local residents and the specialized facilities necessary for their conduct. However, communities that are successful in event bidding and hosting tend to emphasize five to eight "core sports" that have the following characteristics:

- Historical traditions within the sport
- Venues and athletic facilities that meet the high standards of national or international competition
- Technical expertise by recognized sport leaders within the community
- Potential for substantial volunteer interest and support
- Opportunity for significant economic and social impact
- Corporate support through sponsorship and/or volunteer involvement
- Spectator appeal and support
- Prestige, values, and image associated with the sport

Based upon application of the criteria above, the Buffalo Niagara Sports Commission has focused its efforts on the sports that have the highest potential for successful realization of community goals, as follows (significant partnerships with event rights holders in parentheses):

- Ice hockey (International Ice Hockey Federation, USA Hockey, NCAA)
- Softball (USA Softball)
- Baseball (International League, NCAA)
- Swimming (USA Swimming, NCAA, NJCAA)
- Track & Field/Road Races (long distance running) (USA Track & Field, AAU)
- Basketball (NCAA, AAU)
- Skating (USA Figure Skating)
- Gymnastics (USA Gymnastics)
- Bowling (US Bowling Congress)

Additionally, “water sports,” including fishing and boating competitions, hold great promise and need further review to determine placement in the “core sports” category.

Market Potential: It is understood that the Buffalo Niagara Sports Commission is expected to compete with other cities during an event bidding process. And, although the bidding process for events is competitive, it is competitive by comparison. That is, strengths and weaknesses of cities involved in a bid process are relative, based upon comparative capabilities, facilities, and amenities. Therefore, the information gleaned during this initial project phase included a rigorous comparative analysis with other similar markets. This review underscored that BNSC has consistently “over-achieved,” in particular against cities with substantially greater financial resources at their disposal, although Buffalo and Erie County have not recently hosted a “mega-event” (defined as a sports event with greater than \$10 million in economic impact).

<b>BUFFALO/ERIE COUNTY</b>	<b>2014 US Bowling Congress Jr. Gold</b> \$5 million economic impact 9,000 room nights	Multiple locations
	<b>2011 IIHF World Jr. Hockey</b> \$6 million economic impact 3,200 room nights	First Niagara Center
	<b>2010 US Synchro Swimming Jr. Olympics</b> \$2 million economic impact 3,200 room nights	Tonawanda Aquatic Center
	<b>2010 &amp; 2014 NCAA Men’s Basketball</b> \$5 million economic impact 3,300 room nights	First Niagara Center
	<b>2010 Empire State Games</b> \$4 million economic impact 4,000 room nights	Multiple venues

<b>COLUMBUS</b>	<b>USA Volleyball Girls Jr. Nationals</b> \$30 million economic impact 31,685 room nights	Greater Columbus Convention Center
	<b>USA Volleyball Boys Jr. Nationals</b> \$13 million economic impact 17,843 room nights	Greater Columbus Convention Center
	<b>NHL All Star Celebration</b> \$12 million economic impact 5,277 room nights	Nationwide Arena / Greater Columbus Convention Center
	<b>President's Cup (PGA)</b> \$22 million economic impact 2,818 room nights	Muirfield
	<b>NAGAAA Gay Softball World Series</b> \$5 million economic impact 5,091 room nights	Berliner Sports Park
	<b>Ohio Valley Region /USA Volleyball</b> \$8 million economic impact 4,277 room nights	Greater Columbus Convention Center
	<b>OHSAA Boy's State Basketball</b> \$6 million economic impact 6,825 room nights	Schottenstein Center

<b>CLEVELAND</b>	<b>2015 NCAA Division I Men's Basketball Reg.</b> \$7 million economic impact 4,500 room nights	Quicken Loans Arena
	<b>2014 Gay Games</b> \$52 million economic impact	Multiple venues
	<b>2013 National Senior Games</b> \$36 million economic impact	Multiple venues
	<b>2011 NCAA Division I Men's Basketball</b> \$9 million economic impact 5,000 room nights	Quicken Loans Arena
	<b>Continental Cup</b> \$3.5 million economic impact	Multiple venues

<b>INDIANAPOLIS</b>	<b>2015 USA Gymnastics Nationals</b> \$7.6 million economic impact	Bankers Life Fieldhouse
	<b>2015 NCAA Men's Final Four</b> \$71 million economic impact 40,000 room nights	Lucas Oil Stadium
	<b>2014 NCAA Men's Basketball Regional</b> \$20 million economic impact 6,000 room nights	Lucas Oil Stadium
	<b>Big 10 Football Championship Game</b> \$15 million economic impact 5,000 room nights	Lucas Oil Stadium
	<b>2012 Super Bowl</b> \$264 million economic impact 224,000 room nights	Lucas Oil Stadium

<b>MILWAUKEE</b>	<b>2011 Women's Final Four</b> \$15 million economic impact 6,000 room nights	Bankers Life Fieldhouse
	<b>2015 USA Triathlon Championships</b> \$6 million economic impact 4,000 room nights	Multiple venues
	<b>2015 PGA Championships</b> \$50 million economic impact 9,200 room nights	Whistling Straits
	<b>2014 NCAA Division I Men's Basketball</b> \$5 million economic impact 5,000 room nights	BMO Harris Bradley Center
	<b>2012 YMCA National Gymnastics</b> \$4 million economic impact 2,500 room nights	Frontier Airlines Center

<b>PITTSBURGH</b>	<b>2015 NCAA Division I Men’s Basketball</b> \$7 million economic impact 5,029 room nights	CONSOL Energy Center
	<b>2014 Pittsburgh Marathon</b> \$8.3 million economic impact 4,927 room nights	Downtown Pittsburgh
	<b>2013 NCAA Frozen Four</b> \$11.6 million economic impact 8,454 room nights	CONSOL Energy Center
	<b>2012 NHL Entry Draft</b> \$9.1 million economic impact 9,301 room nights	CONSOL Energy Center
	<b>2011 NHL Winter Classic</b> \$22 million economic impact 15,789 room nights	Heinz Field

Additionally, because athletic facilities are integral to an analysis of market potential, TSE reviewed the physical assets in Buffalo and Erie County related to hosting regional, national and international events. This approach included sport-specific sites, cultural/artistic/musical venues, multi-purpose facilities, and general-purpose sites that can be transformed into event-specific locations. BNSC provided a recently completed facility guide of local venues to serve as our resource for identifying key physical assets.

While the breadth and scope of athletic facilities in Western New York is substantial, TSE has identified gaps in the current inventory that may contribute to a loss of market share, minimized opportunities for new events, and potential for increased economic impact, as follows:

- **Medium-Sized Arena:** A significant group of new sports events would be available for hosting if the region had an arena with 3,000 to 5,000 seats.
- **Convention Center specifications/limitations:** Youth team sports and combat/strength sports – in particular, volleyball, basketball, cheerleading, dance, taekwondo, judo, fencing, wrestling, and weightlifting -- is a significant market that is currently unavailable to Buffalo and Erie County. Future renovations or construction/expansion of the convention center should contemplate the necessary specifications in order to be competitive in the youth sports environment, which has the highest potential for BNSC growth and development.
- **Track and Field Facility:** Utilization restrictions for the University at Buffalo track and field facility have limited opportunities for event hosting. As track and field is

recognized as a “core sport,” there is potential to host additional events if an alternative facility were built, or if the utilization restrictions were modified.

- **Multi-Field Soccer/Lacrosse/Rugby Complex and Multi-Field Baseball/Softball Complex:** Comparing facility inventories and user demand characteristics against facility standards developed by the National Recreation and Parks Association (NRPA), a 30-year national trend shows an increase in demand for baseball and softball diamonds, as well as for rectangular sports fields. Currently, Buffalo and Erie County lack multi-field facilities that can accommodate the demand for major youth sports tournaments and events, especially in comparison to competitor cities by size and geographical location.

---

## PHASE 2

---

Phase 2 of the project included the formulation of a listing of events that have congruence with the Buffalo Niagara Sports Commission’s goals and objectives. To do so effectively, significant focus was placed on the way in which event identification and event selection takes place, as well as the formation of a strategic approach to event bidding.

Because of the intense competition for premier events, Buffalo and Erie County are best served by a strategy that is inclusive, collaborative, and sustainable. Recognition of community assets is an important first step, but bringing together support from all segments of the community, over an extended period of time, is an enormous challenge that must be clearly articulated and, ultimately, embraced by community leaders in a unified way.

It is also understood that the sports event strategy must provide flexibility to minimize the inherent risks of predicting future trends. While the way in which event bidding and hosting is structured is important to success, emphasis needs to be placed on determining organizational structure as a function of event strategy. Simply stated, strategy drives structure.

At the outset of this project, **TSE Consulting** did not try to make a decision on the best manner for Buffalo and Erie County to organize its efforts to attract and stage major sports events; instead, TSE chose to allow the process to move to near-conclusion before determining its recommendations.

After careful review of the existing structure and possible alternative ways to organize the event bidding and hosting duties in Buffalo and Erie County, **TSE Consulting** regards the Buffalo Niagara Sports Commission as the ideal “home” for continued successful operations, but with some important suggested changes that can further strengthen its position.

There are four primary reasons for this judgment, as outlined below:

- Connectivity to Buffalo Niagara initiatives, consistent with ongoing successful tourism initiatives. TSE believes that alignment with the comprehensive tourism efforts of the region is critical to success, particularly in maintaining the trust and support of governmental leaders. Sport tourism is an important element of the comprehensive tourism industry, and its relevance is enhanced through other mainstream regional tourism initiatives.

- Congruence between economic development and tourism initiatives. Economic development is a significant priority for every major metropolitan area, and although Buffalo and Erie County currently enjoy an improving economy, efforts to create increased economic vitality are active, multi-faceted, and ongoing. Likewise, tourism is an important segment of the local revenue stream, and it is particularly important because it brings spending from “outside” of Buffalo and Erie County and can be regarded as “new money.” TSE believes that the linkage between event hosting and economic development is highly advantageous and can best be accomplished through the Buffalo Niagara Sports Commission.
- Accountability and Oversight. Because hosting major sports events can require investment of public funds – directly or indirectly – local governmental entities are charged with ensuring that broad community goals can be achieved. Accountability is direct, and lines of communication and authority are well established. TSE believes that funding accountability is vital to continued successful event acquisition and hosting.
- Congruence with “Best Practices” of Cognate and Competitor Cities. In reviewing the structure of various geographically proximate cognate and competitor cities – in particular, Pittsburgh, Philadelphia, Columbus, and Cleveland – the “sports commission within a CVB” model currently utilized by Visit Buffalo Niagara enables the best opportunity for advancement and progress. Of the top 50 markets in the United States by population, only three or four operate differently. Clearly, the sports commission model allows for greater community input, stakeholder involvement, and focused attention, all of which are attributes of successful sports initiatives in the current landscape.

In order to continue to have success in attracting and hosting events, **TSE Consulting** calls attention to several topics, specifically where change may be warranted, including:

- Incremental funding. An incremental funding mechanism/source must be identified in order for the Buffalo Niagara Sports Commission to continue to grow and experience success in this increasingly competitive marketplace. New and creative revenue streams must be identified and secured, allowing the Buffalo Niagara Sports Commission to provide funding and enhancements required by significant rights holders of events with incremental room night/economic impact potential.

It is recognized that some of the recommended funding opportunities/mechanisms would require additional staffing support. An expanded BNSC staff might include the addition of positions responsible for business development and membership fulfillment, with expenses for these positions offset through successful fund development efforts by these individuals.

- Stakeholder input. It is especially important to establish methodologies for enhanced input and feedback, or BNSC risks making decisions that do not meet community needs. TSE views stakeholder input in a broad context that extends outside of sport leadership to include representation by corporate and community leaders and welcome participation by ethnic minorities, persons with handicapping conditions, and seniors, for example. If methods for such communication are not available or not utilized fully, there is risk that event decisions will not be fully embraced by the community. For TSE,

the BNSC Advisory Council provides excellent sport-related input, but broader participation by community and corporate leaders would enable a more comprehensive viewpoint of community needs and interests.

- Local Organizing Committee (LOC) Model. For major sports events, local organizing committees (LOCs) are routinely established to provide leadership and operational direction to highly complex, multi-year circumstances. In this regard, BNSC has operated similarly to other sports commissions by ensuring the formation of organizing committees to oversee its most significant events. **TSE Consulting** views the formation of the local organizing committee as one of the most important roles for BNSC, and TSE recommends that the LOC formation process be more institutionalized and standardized, utilizing the highest level of corporate involvement and community leadership.

Members of the local organizing committee are the “trustees” of the relationship with the community, and TSE believes that it is essential for the selection of members to have the highest level of inclusiveness. Integration of individuals with little or no sports background, but who have particular skills or interests that might be needed for event production, can be very valuable. Local organizing committees are also a source of leadership regeneration when young, dynamic individuals are chosen for inclusion based upon their interest in providing community service. At this time, BNSC is missing some of the dynamic benefits of the constituencies that major events are designed to serve.

- Consistency of Branding and Delivery of Services. While major sports events have regularly succeeded in Buffalo and Erie County, there are smaller events that have importance to the community, for a variety of reasons. As expected, not all of these events can come under the direct control of Buffalo Niagara Sports Commission. Many of the event administrators are well known, but others may not be, and consequently, bring some risk to the area’s image as an event host. Such events lack “quality control,” and the BNSC brand cannot be guaranteed.

However, these sports events serve some important purposes, and TSE does not recommend that they do not take place, but merely that there be stronger elements of control and oversight. Careful attention should be placed on the application procedure, the primary event organizers, and the financial controls. By doing so, BNSC can still have the richness and diversity of these smaller events, but through a more controlled structure that ensures better procedures and results.

- Corporate Council vs. Advisory Council. **TSE Consulting** agrees that the Buffalo Niagara Sports Commission serves a useful purpose in branding the region’s sports tourism efforts, but the brand can be developed further and to greater advantage. Sport decision-makers are not always interested in understanding how the operating structure works or its primary goals, but it is important that the region have an image that projects organizational capability, broad vision, and corporate and political support. TSE advises that the Buffalo Niagara Sports Commission create a Corporate Council with diverse management, marketing, and tactical specialties, comprised of individuals who understand the importance of sport and whose primary responsibility is to stimulate events and programs that are meaningful to the community. Further, TSE advises

maintenance of the Advisory Council to provide a continued high level of sport-oriented assistance and support.

- **“Homegrown” Events.** One of the most intriguing opportunities for BNSC is to recognize the value of “homegrown” events and to find appropriate ways to motivate, nurture, and develop individuals to think creatively about new event structures or groupings that can bring positive benefits to Western New York. Without question, annual events can have great attractiveness, particularly because of the branding value created by events that take place uniquely in a single location. The absence of a bid process, which can be expensive and carries high risk, is another major advantage, as is the absence of rights fees paid to an event owner or rights holder.

Additionally, some Olympic sports have capitalized on important head-to-head national competitions that establish compelling rivalries and have certain timeless qualities. As an example, there are major golf tournaments virtually every weekend in various parts of the world, but every two years when the Ryder Cup is contested, golf fans and casual observers are more interested in the outcome.

While it is not difficult to understand the value of “homegrown” events, the best ones are relatively unique, and there must be a framework for event development ideas to be welcomed and appreciated. Currently, such a framework does not exist, and there is no clear pathway to test ideas and develop event concepts. There should be various ways for new event ideas to percolate and develop. The value of homegrown events is so significant that it is essential to encourage interesting ideas for sports events to come forward and, when possible, to be tested. If BNSC can identify an appropriate methodology for this to occur, the region’s sports image could become even brighter.

---

## OVERVIEW OF EVENT BIDDING

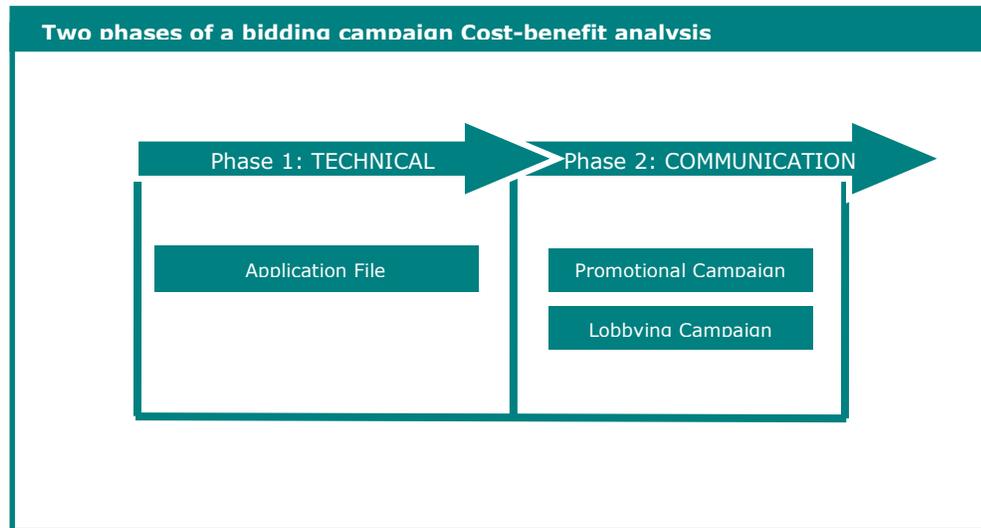
---

Based upon the increased exposure and importance of major sporting events within the American landscape, cities compete fiercely for the most desirable events, in some cases investing hundreds of thousands of dollars in the effort to win the right to host the most impactful domestic events.

The most significant sporting events are granted to a city after a bidding process that usually consists of two phases – a technical phase with the production of a detailed application file (bid book), and a communication phase (or, “campaign phase”) that may include both promotional and lobbying activities. Importantly, the promotion campaign is competitor-focused – differentiation is paramount – and the lobbying campaign is voter-focused, with importance placed upon “connecting” with decision-makers.

The application file emphasizes the description of facilities, infrastructure, and the logistics of the event. Through the application file, a candidate city attempts to convince the rights holder that it is technically possible to host the event in their city. In some circumstances, the event rights holder will either have a short-listing round that eliminates some candidates that do not fulfill the technical criteria, or they may simply ask the weak candidates to withdraw their bids.

Therefore, it is assumed that cities that receive approval of their application file are capable of hosting the event. In most cases, technical experts within the rights holding organization evaluate the infrastructure capabilities, while senior staff leadership or an Executive Committee may make the ultimate decision about the event host.



The competition among candidate cities changes after approval of the technical elements of the bid. It becomes a process very similar to a political campaign, with the aim of convincing the voting/decision-making body of the sports organization to choose one candidate city over another.

Therefore, it is no longer enough to promise to host the event with success measured by the quality of the facilities and logistics of the event. In the current bidding environment, event rights holders are looking for partners that will add value to their event, provide development for their sport, and strengthen the host organization. They look for innovative cities with strong brands or interesting ideas that will make the event and the sport more attractive to spectators, media, and sponsors. As a way to demonstrate their creativity and resourcefulness, cities have increasingly proposed non-traditional venues in their bids, choosing iconic locations for temporary venues instead of permanent fixtures that may have limitations or deficiencies.

With the increased focus on new concepts and creativity, expectations for the way the bid is presented have also increased. This makes it necessary to plan and prepare a strong communication campaign that will convince voters to support the bid. In essence, a strong application file allows cities to enter the competition, but a strong communication campaign wins the bid.

## Event Bidding Perspectives

**TSE Consulting** offers advice on a variety of the “mechanics” of bidding, including:

- Event appraisal, with focus on the two types of benefit analysis: economic impact analysis and cost-benefit analysis. The traditional economic approach has been supplanted by a more comprehensive view of event benefit, including social benefits.
- Campaign strategy, including targeting the right people; developing the best message; communicating in the right way; and, delivering at the right time.
- Competitor analysis, including defining the competition criteria; limiting the scope of analysis to the most relevant comparisons; and, looking forward to determine who might be the most formidable competitors in the future.
- Strategy formulation, with attention to answering the question, “Why?” for both internal and external audiences.

## Identification of Objectives

To bid for, and eventually host, an important sports event can never be an objective unto itself, just as public officials are not elected to bid for and stage sports events. Rather, his/her primary role is to ensure that the city or county moves forward in the best way possible and to take care of its citizens.

Major sports events have enormous potential to generate benefits, but it is also possible to overstate these benefits and to miss the mark. When sports organizations and event organizers meet to discuss various aspects of sports events, the word “legacy” is often a topic of much interest and debate. An event must leave a legacy behind – preferably a lasting legacy. The basic idea of event legacy is to focus not only on the period of the actual event, but even more so, on the years before and following the event. Although legacy seems to be a very reasonable and viable concept, it is possible that focus on legacy might be misguided, and there is even the risk that an increased focus on legacy could actually hinder the focus needed to deliver a technically perfect sports event.

But, in reality, that is not how the most accomplished cities operate today. Their strategies are not focused on organizing a single major event. Instead, their focus is on staging a series of events over many years, building from one event to another and constantly presenting events that are attractive to their citizens, investors, and visitors/tourists. Cities would like each event to leave something behind, but they are more focused on building toward the next event in a strategically well-defined mix of projects (the events) and processes (the on-going generation of benefits to the city). The impact of the events and the performance curve of the host city are steadily moving upwards and legacy can never be the only focus of such a strategy.

Impacts of hosting an event		
	<b>Financial impact:</b> Create an increase in revenues	<b>Social impact:</b> Create a decrease in spending
<b>Direct impact</b>	<b>INCOME</b>	<b>HEALTH</b>
<b>Indirect impact</b>	<b>MARKETING</b>	<b>BEHAVIOR</b>

In determining the most important guidelines regarding realistic objectives from the development of a sports events strategy, there are several “lessons” to provide the philosophical underpinnings for Buffalo and Erie County, as follows:

- Utilizing existing programs within the local nonprofit community and helping them reach their optimal potential can best achieve social impact.
- A city that is hosting major sports events must create and stage its own events as a supplement to bidding for established events.
- It is easier to get stakeholders to support one big idea than a range of smaller ideas.
- A city should always have alternative plans, while maintaining focus on the most desirable event outcomes.
- Timing is often the critical success factor when bidding for events, and city must make sure that the event strategy matches the implicit rhythm of the events.
- The creation of a compelling name or tagline for a city’s sport event strategy can be an important method for achieving success.
- The months and years before an event are the best times to generate impact from the event.

#### Congruence with Key Initiatives of the City of Buffalo and Erie County

The development of the Buffalo Niagara Sports Commission Events Strategy has been supported by the recognition of three guiding principles:

- The sports event strategy must be aligned with the most important city strategies, with sporting events serving as catalysts for the achievement of city initiatives.
- Sports events which are attracted and hosted in Buffalo and Erie County must successfully answer the fundamental question, “Why is this event beneficial to the community”?
- Sports events must be serve the interests of local citizens, with broad participation by all segments of the community.

## Promoting Voluntarism and Citizen Involvement

Over the years, a primary strength attributed to events staged in Buffalo and Erie County has been its volunteers. When events have required a large volunteer presence, there has been an active program to identify, recruit, train, and deploy volunteers in ways that integrate their skills into well-coordinated events.

Volunteers provide several important external benefits. Fundamentally, their work negates the necessity to expend scarce financial resources on part-time personnel. However, their highest value is the presentation of an image to event participants – athletes, coaches, team personnel, media, and spectators – of Buffalo and Erie County as a welcoming, enthusiastic place to visit. Volunteers are regarded as the “face” of sports events, and for many visitors to the community, they form lasting memories of their event experience.

The volunteer base provides internal benefits, too. For the volunteers from the local community, it provides a direct connection to the most important events hosted in the area, and a chance to be personally involved in a way that provides great social cohesion. Volunteers are drawn from every segment of the community, and while the diversity of Buffalo and Erie County can be demonstrated to visitors in a variety of ways, the experience of volunteers working together for a common cause has significant value in terms of social integration.

Volunteer involvement in the modern sports environment, therefore, has changed, and the Buffalo Niagara Sports Commission needs to emphasize new avenues for citizen engagement, primarily by emphasizing the following:

- Stakeholder input and involvement at all stages of the event cycle (preparation to bid through event execution)
- Identification of community leaders, especially young professionals, who can play significant roles in providing creativity and new approaches
- Integration of volunteers with non-sport backgrounds to provide inspiration by utilizing their management or technical skills developed in other contexts

Buffalo Niagara Sports Commission efforts would be advantaged by a shift from creating and utilizing a high-volume cadre of non-technical volunteers to establishing a vibrant group of individuals that can help Buffalo and Erie County to differentiate its assets from a growing number of vibrant competitors.

This creativity may be manifested in many unique ways, from creating temporary venues in iconic locations, connecting the event to economic development opportunities, or providing attention to major public policy issues like obesity and health promotion.

## Stakeholder Consensus-Building

The input and advice from stakeholders is valuable at various stages of the event cycle, from bidding to activation to evaluation. However, it seems most likely that the impact of local stakeholders is strongest early in the process, primarily at the time of decision-making about going forward with a bid and during the bid campaign itself.

**TSE Consulting** observes that it is particularly important for a sports initiative administered primarily by Buffalo Niagara Sports Commission personnel to seek regular, systematic input from knowledgeable, committed citizens. Depending upon the sport, or the type of event, or the primary local beneficiaries, the stakeholder group needs to be viewed as amorphous, integrating and involving different individuals depending upon unique circumstances and always with the intent of calculating the potential value of sports events to the community in terms of their social benefits.

The stakeholder group should be drawn from those identified as deriving primary benefit from a proposed event. As an example, if the event features student-athletes as its participants, as with NCAA championship events, it would be important to include secondary and higher education leaders in the decision-making process, not just those with sport backgrounds. Or, if an event could potentially be supportive of efforts to promote diversity and inclusiveness in the community, like the Gay Games, it would be necessary to provide opportunities for input from individuals most knowledgeable and active within the LGBT community.

**TSE Consulting** views the advice and counsel from stakeholders to be significant and beneficial, especially if it is sought early in the process; includes individuals not exclusively drawn from the sports world; and, focuses on the individuals or groups most likely to be beneficiaries of the proposed event. Currently, it appears that the stakeholder group may be too narrowly defined, and there are important opportunities for involvement by Buffalo and Erie County citizens in a more meaningful and productive way.

#### Relationship with the Arts and Cultural Community

In many cities, there is dynamic tension between sports enthusiasts and connoisseurs of arts and culture, which is heightened by the use of public funds for major sports venues, including arenas, stadiums, and multi-purpose venues, which can be viewed as dissimilar to the support for physical facilities and infrastructure within the arts community.

**TSE Consulting** views the opportunity to integrate the arts into important sports events as a significant opportunity. To be successful, the local organizing committee for the event must include individuals with strong ties to the arts community so that their leadership and relationships can be utilized effectively to integrate the arts into the fabric of the event, at many levels of involvement and participation.

#### Valuing Accessibility for Disabled Citizens

Over the last twenty-five years, there has been increased public awareness of, and appreciation for, disabled sports activities and competitive events. At the highest level of sport, the Paralympic Games (which follow the Olympic Games in the same host city, using the same sport venues) has become an important and valued competitive event that has drawn significant spectator audiences and provided important messages about inclusiveness, accessibility, and the strength of the human spirit.

Because accessibility and inclusiveness are important identified community goals, sports events for athletes with handicapping conditions seem to be an important objective that could heighten awareness and sensitivity among community residents and ensure that new facilities are sufficiently accommodating for disabled populations.

Disabled sports events also provide other benefits. There are many professionals within the community who provide services to handicapped individuals, whether in medical facilities, social service organizations, or other allied circumstances. These service providers would enable exposure to a new group of volunteers, each with special skills and capabilities.

Further, an emphasis on disabled sports seems to be an excellent way to seek businesses that provide products or services for handicapped individuals. This economic development opportunity might include, for example, prosthetic devices, and the linkage of sporting events to increased long-term economic activity should be encouraged.

### Emphasis on Healthy Lifestyles/Physical Activity and Youth

A potential connection exists between sports events (that feature highly conditioned athletes) with messaging about the importance of healthy lifestyles that include regular physical activity. However, without substantial effort to provide ways for the association to be made directly, it is unlikely that sports events will have impact on the health-related habits of community residents.

Similarly, young people, particularly students under the age of 18, have great interest in competitive sport, but do not always have the requisite financial resources to attend events as a spectator.

Athletes can be inspiring role models for youth and can inspire greater participation in activities that promote healthy lifestyles. Many high-profile athletes are willing to provide instruction at clinics that do not interfere with the competition, and coaches are often interested in doing so, too. Events often attract retired athletes or coaches, and they also may be available to participate in educational sessions, if planned and conducted appropriately through the local organizing committee.

Because obesity is a significant public health and public policy issue, sports events in Buffalo and Erie County should aspire to communicate important messages about healthy lifestyles. While sports events do not necessarily create increased interest in physical activity, event organizers could create greater awareness, especially utilizing the services and resources of the medical community, youth organizations and social services providers.

---

## **ALIGNMENT WITH PARTNERS**

---

Although the sports world moves at a fast pace, with numerous technical and procedural improvements enabling more cities to be able to host important sports events, there is increased value for Buffalo Niagara leaders in creating and maintaining relationships with key decision-makers and opinion leaders.

Relationship building is not merely being present at events and meetings and making social contacts; instead, the term implies trust building, which can only be accomplished after many points of interaction in which collaboration is of paramount importance.

The Buffalo Niagara Sports Commission should establish a more consistent presence at important sports gatherings. However, contact alone is not enough to justify confidence; there must also be elements of collaboration and attentiveness that go well beyond social occasions. Relationships must also be targeted and multi-dimensional. That is, establishing a relationship in Buffalo's priority sports is very important at the regional and national levels. Fundamentally, it is too late to appear at a bid presentation with only cursory acquaintance with the decision-makers. It is important that bid presentations reflect the knowledge gained in previous interactions and recognition of new directions, initiatives, or priorities.

### State Sport Associations

State sports associations are important partners in event bidding and hosting, particularly related to successful outcomes with national championship events. For Buffalo, as one of the most important cities in New York State, it is especially important to create, nurture, and strengthen these relationships.

It is recognized that, even among Olympic sports, there is a wide disparity among the relevant organizations in administrative capacity, depth and quality of leadership, and professional capabilities. For that reason, some sport organizations will be relatively self-sufficient and prepared to assist Buffalo Niagara Sports Commission leaders in a variety of ways, while others may lack the ability to support such efforts in a meaningful way.

The priority sports listed earlier in this report are the starting point for such relationship-building, with an understanding that there is an events continuum, beginning with local events, and advancing through state, regional, national, and international competitions. While successful local and state events do not guarantee success at the national and international levels, it is clear that the most prestigious and complex events demand a level of technical competence which would be difficult to accomplish without strong organizational capabilities demonstrated, at minimum, at the state level.

In many cases, state sport leaders will have the best perspective on national event bidding opportunities, as well as the relationships necessary to support bid processes, or in less formal situations, bid applications. Additionally, the most proficient state leaders should have exposure to their colleagues in other Olympic sports so that best practices can be explored and knowledge transfer initiated.

Buffalo Niagara Sports Commission leaders should consider various ways to strengthen the state association relationships, including:

- Hosting gatherings of state leaders one or two times annually to review sport opportunities, including events, programs, or other similar initiatives
- Creating an annual seminar or conference designed to provide information about sport trends and to share best practices

By doing so, the professional capabilities of state sport leadership will increase, while simultaneously providing the framework for trusting, supportive relationships for future events bids and hosting relationships.

## USOC-Affiliated National Governing Bodies/Multi-Sport Organizations

There are 47 USOC-affiliated National Governing Bodies (NGBs), representing a wide variety of Olympic and Pan American Games sports. Additionally, there are more than a dozen USOC-affiliated multi-sport organizations (MSOs). As one might expect, there is considerable disparity in terms of sport importance, organizational capability, financial strength, and general attractiveness for their prospective events.

Because none of these sport organizations is located in Buffalo, it is essential to have ongoing strategic efforts to build relationships with sport leaders who reside and work elsewhere.

National event rights holding organizations derive benefit by staging their national championships, or by collaborating on hosting international events, in a variety of ways which promote sport development, including:

- Development of sustainable infrastructure
- Improvement of sports performance
- Economic stimulus through sports events
- Development of sports management skills and technical capabilities.

While event hosting is advantageous to Buffalo and Erie County, there are also significant opportunities for the development of sports management acumen and technical capabilities. Provision of knowledge transfer and project management tools for event rights holders ensures uninterrupted skill-building opportunities.

NGBs also play an important role with host cities for international events, because, fundamentally, they are the “members” of the International Federation, not the host city. Without their support, or with less than enthusiastic support, it is difficult to imagine successful event bidding scenarios for any potential host city, no matter how well supported.

Finally, although the quality and quantity of respected national sport leaders who reside in Buffalo and Erie County is substantial, it is worthwhile to determine if any NGBs are seeking regional offices or training centers, for which Buffalo could serve as the site.

The advantages of having NGB presence in Buffalo are considerable, including:

- Formal and informal relations-building could take place on a consistent and regular basis
- NGB leaders have a higher likelihood of choosing Buffalo in competitive circumstances among many reliable domestic cities
- Strategy development and goal-setting is accomplished jointly and collaboratively
- Sport recognition and influence becomes more apparent, including the local media, thus establishing an improved event hosting platform that includes volunteer support and spectator attendance

## International Federations and International Organizations

It is clear that success in bidding for important sports events requires strong relationships with sports decision-makers. In addition to domestic partners like state and national sports

federations, aggressive cities must also find ways to enhance relationships with international sports federation leaders.

To be successful, Buffalo needs to understand the different (and, perhaps, competing) agendas and concerns of individual decision-makers. Understanding these different perspectives takes time, and it means that relationships must begin years before an actual bid takes place. To be candid, it might take months or years to get to a level where Buffalo can be fully aware of the full range of issues it needs to address in an international event bid.

There are two main strategies that Buffalo can employ to increase the quality of its relations in the sports world.

First, together with selected NGBs and/or the USOC, Buffalo can work on placing local sports stakeholders as representatives within sports decision-making bodies (e.g., boards, councils,) of the International Federation.

Second, Buffalo can choose to bid regularly for events in priority sports in order to get as close as possible to the decision-makers and understand more clearly their various objectives.

#### Meetings, Conferences and Conventions

The worldwide MICE (meetings, incentives, conferences, and events) industry is a multi-billion dollar industry that accounts for a significant proportion of the tourism income for many important cities and generates significant economic impact to many segments of the local economy.

Some key characteristics and trends of the market as reported by industry observers, including Meeting Professional International (MPI) and International Congress and Convention Association (ICCA), are the following:

- A steadily growing market, with little or no change in overall volume each year, but with a gradual upward trend
- Rapid globalization, with the spheres of operations to expand further beyond the current geographical reach
- Increasing budgets, with upward trend in budget allocated for each event
- Hotel focus, indicating that hotels continue to gain more ground in popularity as the venue of choice to organize events, ahead of conference/exhibition centers, universities, and other venues

This market is viewed by the industry to be segmented based on how such meetings and events are initiated. Such segmentation results in two primary markets: corporate and association (or non-corporate). Sports meetings fall under the association segment and account only for a small fraction of the total number of meetings that are held each year (2% or less) in the global MICE industry.

#### Strategic Value of Sports Meetings

Hosting sports meetings is strategically important for promoting Buffalo as a sporting destination for the following reasons:

- The need to experience

It is important that sport decision-makers not only hear about Buffalo and Erie County, but also to visit and experience the community, to help in their decision-making about Buffalo as a sports event destination. This is an important step concerning potential future collaborations. **TSE Consulting** highlights the significance of personal visitation in formation of attitudes and opinions about Buffalo, including its ability to host events or conduct other important business relations.

- The need to meet and build positive relationships

It is well understood that personal meetings must take place before most partnerships can be brokered; therefore, it is important to bring key people from the world of sport to Buffalo to increase interaction and establish good working relationships between local and international sports leaders for the sports ecosystem to flourish.

- The need to demonstrate organizational capacity

Although the logistical needs of a meeting or conference are significantly less complex than a major sports event, hosting international sports meetings demonstrates volunteer support and readiness, attention to detail, and collaboration skills.

- Valuable media attention

Other than major sports events, the only other occasions within the world of sport that can generate similar high levels of media attention for Buffalo is through sports meetings that attract substantial media interest, enabling valuable opportunities to transmit messages.

---

## EVENT RECOMMENDATIONS

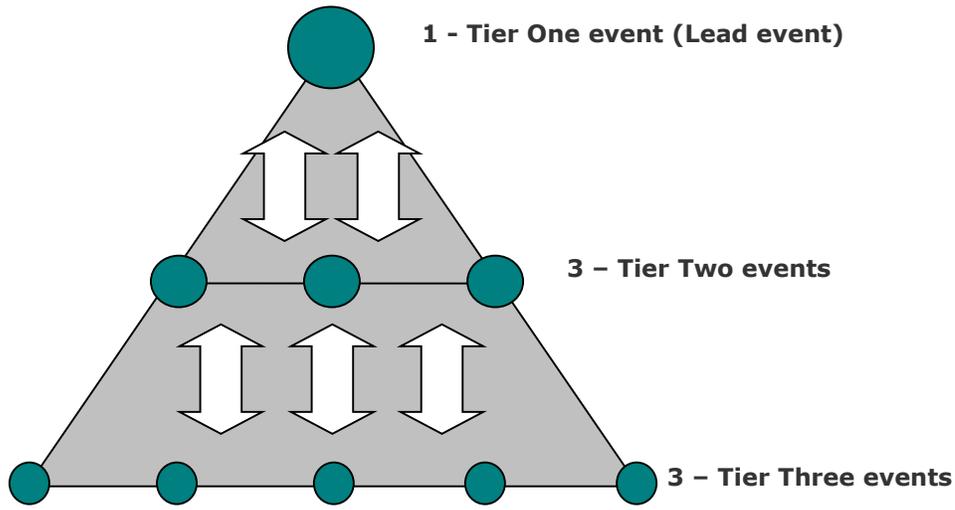
---

Prior to identifying the recommended events to include on the TSE event pyramid, discussions ensued with members of the BNSC staff to identify core sports, facility strengths and challenges, growth opportunities and market drivers such as hotel rates and facility availability.

Following those discussions, it was concluded that there is a desire to expand the core sports to include basketball, skating, gymnastics and bowling. Further, BNSC would prioritize events that occurred outside of the summer months (the peak demand period for tourism and leisure travel). And finally, priority was given to the identification of major events that position BNSC as an important driver of economic vitality for the region.

**TSE Consulting** makes the following recommendations to BNSC in its consideration of bidding opportunities for important sports events:

**Event Recommendations – Ten-Year Period**



The following events are categorized into tiers based primarily on the resources needed to successfully bid for the event and to execute the event at a high level.

<b>List of the Most Impactful Major Events (by tier)</b>	
<b>Tier One (4 events)</b>	NCAA Women’s Final Four
	NFL Draft
	NHL All Star Game
	AAU Jr. Olympics
<b>Tier Two (10 events)</b>	NCAA Men’s Basketball (preliminary rounds)
	NCAA Frozen Four
	USA Track & Field Junior Olympics
	USA Swimming Junior Nationals
	USA Gymnastics National Championships
	USA Figure Skating Championships
	US Olympic Marathon Trials (Men’s or Women’s)
	USA vs. Cuba or Dominican Republic (baseball)
	ABC Bowling Championships
	FBS Football Bowl Game

<b>Tier Three (7 events)</b>	MAC and MAAC Championships (selected sports)
	NCAA Championships (selected sports)
	USA Hockey Super Series
	US Olympic Trials (selected sports)
	FISU World University Championships (selected sports)
	Martial Arts Championships
	NCAA Division II Men’s and Women’s Swimming Championships

Events in the “preferred group” above should be analyzed further and targeted in the 2016 to 2025 period, with events in “alternative group” providing additional options, depending on a variety of circumstances.

Event Tier	Preferred Group	Alternative Group
<b>Tier One</b>	NFL Draft	NCAA Women’s Final Four NHL All-Star Game AAU Junior Olympics
<b>Tier Two</b>	NCAA Frozen Four	USATF Junior Olympics
	USA Figure Skating Championships	USA Gymnastics National Champs
	NCAA Division I Men’s Basketball	USA Swimming Junior Nationals
<b>Tier Three</b>	NCAA Lacrosse Quarterfinals	MAC/MAAC championships
	NCAA DII Men’s and Women’s Swimming	Martial Arts championships (various)
	USA Hockey Super Series	NCAA championships (various)

---

## CONCLUSION AND FIVE PRIMARY GOALS

---

As noted in various sections of this report, despite many new and well-resourced competitors, Buffalo and Erie County can gain a position of prominence in the sports destination management industry. In doing so, the benefits for the region, particularly for its citizenry, will be extraordinary.

**TSE Consulting** has offered commentary on the current landscape for attracting and hosting major sports events, as well as a series of recommendations about how best BNSC can leverage its enormous opportunities.

The most important understanding to be gleaned from the seven-month association between **TSE Consulting** and the Buffalo Niagara Sports Commission is simply this: the competitive landscape for event acquisition has changed significantly in the last five years, and BNSC must make some adjustments to the “new realities” in order to be successful. To do so, the sports

event acquisition and hosting processes must have some structural changes for BNSC to be fully competitive in the marketplace.

Importantly, Western New York has numerous assets and resources – some of which are truly unique – but future success will be based upon understanding how to position its bids to highlight the special impact that the region can bring to the sport, to the championship event, and to the events rights holder, not just how it will impact the local community.

Simultaneously, however, a successful event bid must also resonate internally and be able to demonstrate how it will impact positively the important constituencies, neighborhoods, and stakeholder groups in a way that is consistent with strategic community initiatives.

It is encouraging to know that Buffalo and Erie County have a cadre of dedicated, experienced individuals who will carry out the strategy for event acquisition and development in a thoughtful and caring manner. In the end, plans are important, but successful plans can only be accomplished through the efforts of talented and creative people who care deeply about their community and consistently go “above and beyond” the expectations others may have for their job performance.

**TSE Consulting** suggests adoption of the following goals (without prioritization) after review by Buffalo Niagara Sports Commission leaders and stakeholders:

#### **GOAL #1: CREATE SUSTAINABLE FUNDING**

- Identify at least one alternative funding source/revenue stream.
- Engage in strategic relationship building with governmental leaders and corporate decision-makers to ensure that the Buffalo Niagara Sports Commission is funded at a level that allows for operational effectiveness and growth.
- Establish the ability to create an endowment fund that can be used for bid fees, thus enabling and enhancing event acquisition.
- Establish a corporate membership program to identify, cultivate, and secure corporate contributions to the Buffalo Niagara Sports Commission.

#### **GOAL #2: EXPAND ORGANIZATIONAL STRUCTURE**

- Expand current organizational governance to include a corporate council, including key corporate and public sector leaders, creating a stronger and more direct connection to community decision-makers and influencers.
- Ensure that the work of the Council, and ultimately BNSC, is linked to, and consistent with important community initiatives.
- Re-focus the approach to volunteer involvement in major events, primarily through “local organizing committees” that are designed to broaden community participation and showcase the unique advantages and characteristics of the region.

- Maintain the current membership and scope of duties of the Advisory Council and continue to utilize sport stakeholders in the identification of, and bidding for, major events.

### **GOAL #3: NURTURE EXISTING CORE SPORTS // INCLUDE NEW CORE SPORTS**

- Re-focus attention to existing core sports (track and field/long distance running, swimming, ice hockey, softball and baseball).
- Bid on a regular basis for events of varying degrees of importance and complexity in priority sports, thus ensuring strong rationale for infrastructure investment.
- Core sports should be expanded to include basketball, skating, gymnastics, and bowling, thus increasing the pool of major sports events available for bid.
- Evaluate the need for several new or expanded facilities, highlighted earlier in this report, to accommodate a variety of events and sports within the identified core sports category.
- Prioritize NCAA championship events and NGB national championships as the most important events for the region to host.
- Determine ways to capitalize on the proximity to Canada.

### **GOAL #4: CREATE SIGNATURE HOMEGROWN EVENTS**

- Nurture one or more signature homegrown events that are owned and operated by a non-profit, locally based organization.
- Identify pre-existing annual events that could be supported, expanded, or improved by BNSC.

### **GOAL #5: INCREASE INTERNAL AND EXTERNAL COMMUNICATION**

- Create a mechanism through which the community can learn about the ongoing work of the Buffalo Niagara Sports Commission, including an annual meeting and accompanying annual report.
- Communicate regularly with key government leaders to aid in understanding the importance of sports tourism to the economic vitality of the community.
- Expand the “report card” of Key Performance Indicators (KPIs) beyond hotel room nights and economic impact. Develop broader evaluation methodologies to include a more diverse set of success metrics.
- Create a well-defined and consistent message that evokes positive response from event decision-makers and events rights holders, to answer, “Why choose Buffalo and Erie County?”

- Engage in strategic relationship-building with sport organizational leaders – including the NCAA, the US Olympic Committee, relevant National Governing Bodies, and other similar sports events rights holders – so that partnership on event bidding and hosting are enhanced and strengthened.
- Establish consistent, direct, and meaningful communication between the Buffalo Niagara Sports Commission personnel and local sports stakeholders to optimize their relationships and sport technical knowledge.

---

## FINAL RECOMMENDATIONS IN KEY FUNCTIONAL AREAS

---

**TSE Consulting** makes the following recommendations in five key functional areas:

### Positioning

- Utilize a standardized event evaluation model to make fact-based judgments about events that are appropriate for bidding. **TSE Consulting** has supplied an event evaluation instrument for this purpose.
- Attract important sports events that emphasize identification and quantification of both the economic and social benefits that will accrue to Buffalo and Erie County as a result of hosting the events.
- Identify criteria for predicting future event success by analyzing the key elements of events that have previously achieved successful results. In broad form, understand the key components of the events that have resonated most directly within the community.
- Utilize stakeholders in the identification of, and bidding for, major events. Stakeholder inclusion can be more broad and comprehensive.
- Enhance efforts to infuse arts and cultural elements in major sports events, reflecting the diversity of artistic talent in the community. Western New York has a diverse arts community that needs engagement and activation.
- Explore the feasibility of developing the region as an important center of disabled sports (including but not limited to, events), building upon the existing relationships with USA Hockey and the Sled National Team, emphasizing contributions by the local medical community and relevant healthcare providers.
- Establish initiatives within every major sports event that prioritize youth involvement through learning or service opportunities, as well as providing ways to promote and encourage healthy lifestyles.

### Branding

- Develop the “community identity” to be used during the event bidding process that is equally viable for internal and external audiences; that utilizes various types of events

and sport activities as its vehicles; that produces direct and indirect benefits; and, that has targeted message and general-use capabilities. The “community identity” must be more than a tag line and must show how BNSC will approach event hosting in a unique way that is different from its competitors.

### Aligning

- Nurture and strengthen state sport association relationships (e.g., NY State Amateur Hockey Association), including hosting an annual conference on “best practices” and providing regular opportunities for information sharing on event bidding and hosting.
- Develop a long-range sport facility plan to enable successful bidding and hosting of major events, including ongoing maintenance at a high standard; repair, renovation, and rehabilitation of existing facilities on a scheduled basis; and, the financing and construction of new venues.
- Identify and target opportunities for sport leadership positions within major domestic sports organizations for local sports stakeholders.
- Prioritize data collection and maintenance through research that supports successful event bidding and hosting. It is essential that sports leaders have an understanding of the events that are the best “fit” for the community.
- Prioritize events for attendance by BNSC representatives, emphasizing relationship building and communication of key community messages. It is essential that local representatives attend events with the greatest likelihood for bidding, both to get vital information about event operations but also to engage with the sport’s leaders.
- Identify for future hosting the most important meetings, conferences, and conventions, recognizing their value in relationship building, media attention, and participant familiarity with Western New York.

### Organizing

- Retain the “sports commission within a CVB” model that is similar to the methodology of its key tourism competitors nationwide.
- Commit to event budget formation scenarios that mandate fiscal responsibility through allocation of contingency or reserve funds.
- Develop procedures and regulations that enable higher levels of quality control for events that do not fall under the direct management auspices of the Buffalo Niagara Sports Commission.

## Activating

- Establish a ten-year bidding cycle for events that prioritizes important national championships, as well as other events where the unique “community identity” can be established.
- Seek to host congresses, conventions, and meetings of national sport organizations (and their committees), as well as important sport-related meetings, conferences, and conventions that expand awareness of local assets and nurture relationships with sport decision-makers. It is essential that sport decision-makers have familiarity with Western New York in order to enhance successful event bidding.

## Economic Impact Studies (EIS)

The basic rationale behind EIS can be described best in the following sequence of actions:

- An event attracts out-of-town visitors, who spend money in the local community, both inside and outside of the competition venue.
- This “new” money from outside the community creates jobs in the community for residents.
- The impact is measured directly and indirectly, the latter using a “multiplier” to reflect money which is re-spent and therefore impacting a larger audience.

The EIS approach measures the economic impact that participants, spectators, and investments in new infrastructure and facilities can bring to a city like Buffalo. The purpose is to estimate the event’s impact on income, job creation and tax revenues due to an increased demand. In this way, the EIS only focuses on the appraisal of the tangible impacts of an event and neglects the intangible benefits.

The EIS method has also been criticized due to the underlying assumptions of the approach, including the following:

- The use of sales rather than income multipliers (the economic impact should only be measured by the marginal income for the residents and not the rise of the turnover of businesses).
- Misrepresentation of employment multipliers (the assumption that additional demand following a sports event will create more jobs is unlikely; instead, businesses would utilize existing labor better).
- Inclusion of consumption by local participants, spectators, officials, etc. (only the consumption of out-of-town visitors should be regarded as “new money” for the host city, region or country).
- Failure to exclude “time-switchers” and “casual visitors” (individuals that would have visited the city at another time, but changed the visit because of the event, and individuals that would be in the city at the time of the event, regardless of the event).
- Treating costs as benefits (the assumption that the higher the costs spent on an event, the bigger the impact of the event – even if there are cost over-runs).
- No attempts to attach a value to what is produced, or the economic cost of producing it (No differentiation between building a new school for \$10 million and building temporary structures for \$10 million).

- Ignoring opportunity costs (the value of a sacrificed project when deciding to bid for an event: public resources are generally limited and not free; therefore, opportunity costs exist).
- Excluding the monetary value of intangible impact (e.g. the value of citizen pride).

Therefore, because the EIS approach only partially estimates the total economic impacts of hosting an event, and because the underlying assumptions of the approach have been highly criticized, **TSE Consulting** recommends to the City of Buffalo utilization of a cost-benefit analysis in appraising the potential for hosting sports events.

### Conducting Cost-Benefit Analysis (CBA) in Sports Contexts

The main steps to conduct a CBA of sports events are:

- Identifying the impacts of the event
- Identifying economically relevant impacts
- Quantifying impacts and time frame of the impacts
- Monetary valuation of impacts
- Discounting of costs and benefits
- Applying net present value (deduct the total costs from the total benefits)
- Conduct sensitivity analyses (consider uncertainty and risk)

At the end of the analyses, Buffalo leaders can demonstrate that an event is economically viable if the net present value is positive (total “costs” are less than total “benefits”).

It should be understood that the bigger the event, the larger are the impacts, and the greater the uncertainty in the estimation and valuation of the intangible costs and benefits might be. Therefore, specifically in the case of a major sports event, it is important to conduct a sensitivity analysis to evaluate to what extent different values in the impacts of uncertainty would change the net benefit of the event. In this way, it is possible to appraise the economic value of the event using different scenarios – e.g. best case and worst-case scenarios, including the most uncertain benefits.

At the same time, it is advisable to conduct another sensitivity analysis to show how sensitive the net present results are to changes in the applied discount factor.

There are two different kinds of costs and benefits in a CBA:

- Tangible costs and benefits, which are relatively easy to calculate
- Intangible costs and benefits, which are more difficult to estimate.

Therefore, in the case of major sports events, careful attention should be given to estimate the economic value of the tangible and intangible costs and benefits. Because relatively small events might have fewer impacts, only some of the intangible costs and benefits should be estimated to appraise the total economic value of the event.

**Cost-Benefit Analysis: Costs**

The table below illustrates non-exhaustive examples of the types of costs that could be included in a CBA:

Cost-Benefit Analysis: Costs	
<b>Tangible costs</b>	
Bidding for the event	<ul style="list-style-type: none"> <li>• Marketing and advertising</li> <li>• Operation</li> </ul>
Preparation costs	<ul style="list-style-type: none"> <li>• Venue preparations</li> <li>• Applications</li> <li>• Set-up and operation of organization</li> </ul>
Security costs	<ul style="list-style-type: none"> <li>• Surveillance</li> <li>• Personnel</li> </ul>
Emergency care	<ul style="list-style-type: none"> <li>• Ambulances and hospital equipment</li> <li>• Personnel</li> </ul>
Costs of hosting the event	<ul style="list-style-type: none"> <li>• Administration and operation</li> <li>• Catering</li> <li>• Communication</li> <li>• Transportation</li> <li>• Expenses of voluntary labor</li> <li>• Ceremonies and receptions</li> </ul>
Promotional costs	<ul style="list-style-type: none"> <li>• Planning and executing campaigns</li> </ul>
Displacement of “normal” tourism	<ul style="list-style-type: none"> <li>• Casual and business-related visitors</li> <li>• Avoiders</li> </ul>
<b>Capital costs</b>	
Investments and operating costs of infrastructure	<ul style="list-style-type: none"> <li>• Roads</li> <li>• Public transportation</li> </ul>
Investments and operating costs of sports facilities	<ul style="list-style-type: none"> <li>• Stadium</li> <li>• Arenas</li> </ul>
Investments and operating costs of hotel facilities	<ul style="list-style-type: none"> <li>• Hotel capacity</li> <li>• Temporary capacity and demolition</li> </ul>
<b>Intangible costs</b>	
Costs of crowding during the event	<ul style="list-style-type: none"> <li>• Work time</li> <li>• Spare time</li> </ul>
Environmental costs	<ul style="list-style-type: none"> <li>• Increased emissions and noise</li> </ul>
Relocation of citizens due to construction work	<ul style="list-style-type: none"> <li>• Dislike of the citizens</li> </ul>
Disturbances caused by spectators	<ul style="list-style-type: none"> <li>• Citizens’ fear</li> </ul>

**Cost–Benefit Analysis: Benefits**

The table below illustrates non-exhaustive examples of the types of benefits that could be included in a CBA, with recognition that the value of an intangible benefit could last for several years after hosting the event (“event legacy”):

Cost-Benefit Analysis: Benefits	
<b>Tangible benefits</b>	
Audience	<ul style="list-style-type: none"> <li>• Tickets</li> <li>• Free tickets for officials, volunteers, etc.</li> </ul>
Television – and other media rights	<ul style="list-style-type: none"> <li>• International</li> <li>• National</li> </ul>
Contribution from (inter)national federation	<ul style="list-style-type: none"> <li>• Monetary contribution</li> <li>• Technical expertise and support</li> </ul>
Sponsorships	<ul style="list-style-type: none"> <li>• International sponsors</li> <li>• National sponsors</li> </ul>
Merchandise, licensing and lottery	<ul style="list-style-type: none"> <li>• Event related products</li> <li>• Non-events related merchandise</li> </ul>
Contractors and donations	<ul style="list-style-type: none"> <li>• International (e.g. free telecommunication)</li> <li>• National (e.g. free car rental for transportation)</li> </ul>
Subsidies	<ul style="list-style-type: none"> <li>• Regional</li> <li>• State</li> <li>• City</li> </ul>
<b>Intangible benefits</b>	
Value of consumer surplus	<ul style="list-style-type: none"> <li>• Once in a lifetime experience for the citizens</li> </ul>
Value of better infrastructure	<ul style="list-style-type: none"> <li>• Roads</li> <li>• Public transportation</li> </ul>
Value of better sports facilities	<ul style="list-style-type: none"> <li>• For upcoming events and use by the general public</li> </ul>
Value of better hotel facilities	<ul style="list-style-type: none"> <li>• Hotel capacity</li> </ul>
Value of urban revival	<ul style="list-style-type: none"> <li>• Environmental impacts</li> <li>• Access to recreational areas</li> </ul>
Value of sports development	<ul style="list-style-type: none"> <li>• Promotion of sports</li> </ul>
Value of better public health	<ul style="list-style-type: none"> <li>• Higher participation in sports/physical activity</li> </ul>
Value of branding and attracting investments	<ul style="list-style-type: none"> <li>• Sports tourism</li> <li>• Cultural tourism</li> <li>• Event tourism</li> <li>• Business tourism</li> </ul>
Value of crime reduction	<ul style="list-style-type: none"> <li>• Reduction in crime through inclusive activities</li> </ul>

Value of social cohesion and citizens pride	<ul style="list-style-type: none"> <li>• Volunteerism</li> </ul>
Value of integration of minorities	<ul style="list-style-type: none"> <li>• Better integration through inclusive activities</li> </ul>
Value of business development	<ul style="list-style-type: none"> <li>• Impact of the event for education, innovation, and business development</li> </ul>

### Quantifying Intangible Impacts

As shown in the tables above, cities can experience a variety of impacts from hosting events besides tangible costs and benefits. Estimating the full economic impacts of sports events involves inclusion of intangible (non-monetary) benefits that create impact on local communities and, in best circumstances, larger regions.

Intangible costs and benefits from a sports event cannot be quantified objectively or as precisely as tangible impacts. Intangible impacts, therefore, are often neglected in EIS because quantifying these less-tangible impacts is more complicated than measuring benefits (e.g., hotel revenues, local taxes, etc.).

Therefore, quantifying and appraising the intangible impacts are best treated within a cost-benefit framework. Estimating the economic value of these costs and benefits is one of the main challenges when conducting a CBA.

The primary rationales for using quantitative estimates of intangible impacts in connection with a CBA are:

1. Quantitative, economic reasoning is more persuasive and compelling than qualitative arguments
2. Quantitative arguments meet the general demand for assessing “value”
3. Quantitative comparisons – such as benchmarking events or cities – is useful for future evaluative efforts

However, the most obvious reason is that without quantification and economic valuation of the intangible costs and benefits, the estimation of the impacts of sports events would not include all of the factors affected by hosting the event, which is the main purpose of conducting a CBA.

The first and most important part of the process, when quantifying less tangible costs or benefits, is to define the impact itself. Therefore, it is important to define what is meant by the use of terms like “citizen pride,” so that there is a specific measurement attached to it. Although the impact can be defined, it is also important to explain the rationale for “citizen pride” as a logical result from the proposed event. Otherwise, there is not an adequate basis for including the intangible impact in the CBA.

The key methods for valuation of economic benefits relevant to the impact of sport events are the following:

1. Willingness to pay
2. Cost-based approach
3. Alternative methods, if willingness to pay or cost-based approached are insufficient

In most cases, “willingness to pay” and “cost-based approach” are the most relevant. But because of the nature of intangible benefits, it is necessary to look at alternative methods. The methods may be used alone or in combination for the various types of intangible impacts.

### **Willingness to Pay**

Estimating willingness to pay is a generally accepted method for measuring the economic value of benefits. This approach may be based on observed, actual market behavior, or on a survey in which it is directly or indirectly revealed through stated preferences (what the individual citizens are willing to pay for a certain experience or for an expected impact). In some cases, the estimates of willingness to pay may also be based on observed behavior under similar circumstances.

Thus, the willingness to pay method may be approached in different ways:

1. Evaluation designs: Experimental, quasi-experimental or non-experimental correlation designs (e.g., control groups)
2. Contingent valuation approach: Direct surveys of individuals to elicit their willingness to pay for outcomes (e.g., the value of a city hosting an event)
3. Observed behavior approach: Assess the willingness of individuals to pay based on observations of the economic decisions they make in the marketplace (e.g., the value of better sports facilities)

In connection with sports events, the willingness to pay approach is not only useful in assessing the economic value of the experience to the citizens. In some cases, surveys are conducted where local citizens are asked how much they would be prepared to pay for having a specific event in their own city.

These results, however, will be highly sensitive to the use of a good sampling and questioning techniques that ensure honest and unbiased answers. In particular, the purpose of the survey should be to avoid biased responses. For example, if a respondent believes that he or she can influence the decision of whether the event is hosted or not, they may respond with an exaggerated monetary figure.

Estimates of willingness to pay are worthwhile and useful, but they cannot be used as the sole means of evaluation.

**Cost-Based Approach**

The cost-based approach is a useful tool for estimating intangible benefits when these imply cost savings to society, including reduced crime and improved health. The value of such benefits may be assessed as the cost savings related to hospitals, prisons and lost working days.

The unit savings will often be available from other studies and the difficult part is to assess if, and to what extent, a major sports event will affect such public health and crime. Such assessments may be done on the basis of experience from previous events or from similar events held in other countries.

The cost-based approach may be undertaken in cooperation with national sector experts that have access to former studies and statistics in their respective sectors.

## Bid Campaign Essentials

### Campaign Planning Fundamentals

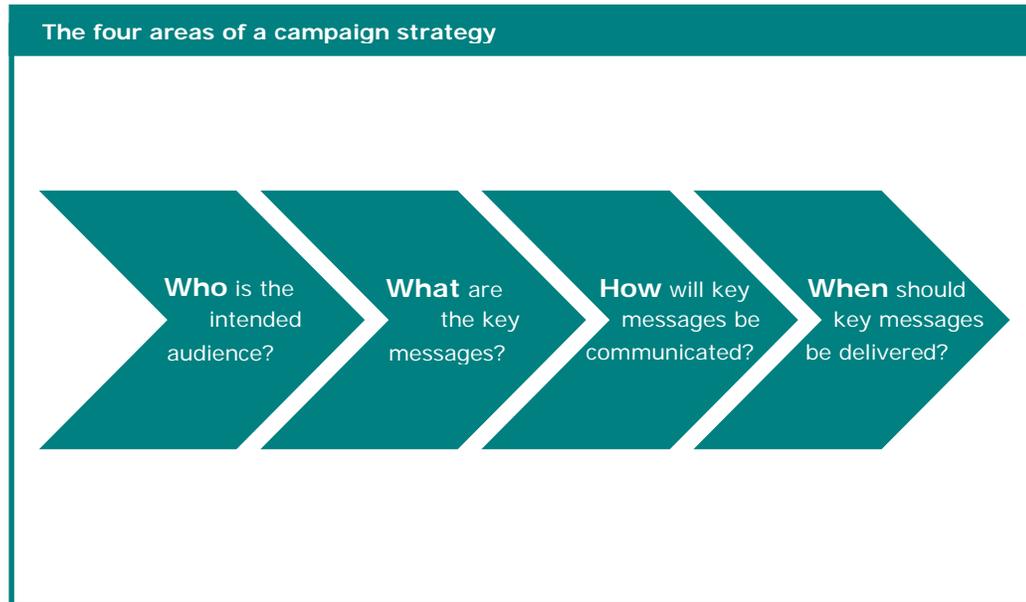
There are three campaign-planning fundamentals, even before a campaign strategy is developed:

1. **Budget.** The cost for a professionally run campaign should be included in the overall costs for hosting the event. Because the competition among bid cities has increased, international federation leaders expect that bidders will invest in a professional campaign. A haphazard or disjointed campaign creates doubt about the bidder's financial ability to conduct the event appropriately. Federations have also been known to ask for financial incentives (e.g., support for less developed national federations or their internal development programs). Therefore, a bidding city must have an understanding of the necessary financial investment for a successful campaign.
2. **Management.** Successful campaigns are carefully planned and managed. It has become common practice for bid cities to hire campaign consultants or public relations/advertising agencies to assist them in bidding for sports events. This is especially advisable when numerous stakeholders are involved in the campaign. For major sports events, the candidate city must work with its National Olympic Committee, the national sports federation, the sports ministry, and various levels of government. It is a definite strength when the bid is supported by many parties, but from a campaign management point of view, it has the potential to create conflicts and delays. Therefore, it is preferable for the overall management of the campaign to be handled by one entity, with the time frame of the campaign (e.g., budget preparation, governmental approvals, etc.) established at the beginning of the process to reduce decision time.
3. **Time.** Although most international federations give their member national federations and potential host cities adequate time to prepare bids, many campaigns still begin too late. The result is a poorly organized campaign with little possibility of "connecting" with the voters. It is preferable for the planning for a campaign to start at least one year before the international federation makes its decision. It is important to note that unless the candidate already has strong relationships within the voting body, it will be very difficult to obtain the necessary support.

With a solid campaign budget, proper management and sufficient time, the necessary framework for a successful campaign can be established.

## Campaign Strategy

Developing a campaign strategy is about targeting the right people, with the right message, in the right way, at the right time.



### **Targeting the Right People**

A successful campaign is the result of many factors coming together, including having a compelling story to tell and the financial capability to conduct the event in an appropriate manner. The most important aspect of any campaign is voter targeting, because a successful campaign resonates with the voters, not necessarily what is important for the city.

There are three important elements of voter targeting:

1. Define the voters
2. Understand the voters
3. Categorize the voters

**Define the Voters:** The first step is to obtain an updated voter list that should be kept current during the campaign. While this might sound simple, it can be quite difficult to find out who exactly will be voting on the day of the bid decision.

In elections where Executive Committees or boards decide, the number of voters is rather limited, and it is easy to get an updated list. However, when the decision is made by a General Assembly, very few international federations have a fully updated member list because changes in leadership within the national federations occur relatively frequently.

**Understand the Voters:** There are several factors that a bid committee cannot control. These factors can influence the voter's decision-making process and must be mapped out carefully to get a full understanding of which issues, affiliations, or past experiences have the greatest influence on the voter.

Without a solid understanding of the target audience, it is almost impossible to plan a successful campaign strategy.

Many factors can play a role in a voter's decision making process, including:

1. Geographic connection
2. Coalitions of various national federations
3. Voting history
4. Religion/ethnicity
5. Financial incentives
6. Networks
7. Self-interest
8. Level of participation in General Assemblies
9. Experience

**Categorize the Voters:** The easiest way to identify voters is to categorize them into three groups:

1. Voters most likely to vote favorably for the bid
2. Voters that might be persuaded to vote for the bid
3. Voters that are committed to another bid or will not be favorable under any circumstances

The first group of voters – voters most likely to vote favorably – should be the main priority in the beginning of the campaign, and they should be kept informed and involved during the entire campaign. It is a common mistake to take for granted the “sure” voters without securing their votes, which usually ends in a “surprising” loss.

The second group of voters – voters that might be persuaded to vote favorably – is a challenge for any bid committee. It takes research and analysis to find out what can persuade the voter, and personal contact to build relationships.

The third group of voters – voters that will not support the bid – should be “forgotten,” at least at the beginning of the campaign. However, it would be a mistake to make unfounded assumptions about a voter's preference, and different occurrences might change the nature of the campaign (e.g., competitors dropping out, mistakes in the other campaigns, unresolved technical or political issues). Therefore, these voters should be observed during the campaign and re-evaluated as the campaign progresses.

Some voters may work actively against the bid, as it is a tough competition with much at stake. There is little that a bid committee can do to persuade these voters, but strong personal relationships with the decision-makers will make it possible for the bid city to get information about competitors' efforts and plan the right response.

Other groups, such as supporters and influencers, are also important to target and involve in the campaign. Supporters can be famous athletes, politicians, royal family members, actors, or business leaders who want to affiliate their name and (good) reputation to the bid. This trend has occurred in many high-profile bids for the Olympics and major World Championships, and it is becoming increasingly common in campaigns for smaller events.

Also relevant are influencers from the sports industry or media that can help persuade some voters. Influencers do not have to be from the candidate city or country for their voice or endorsement to influence some votes.

### ***Developing the Right Message***

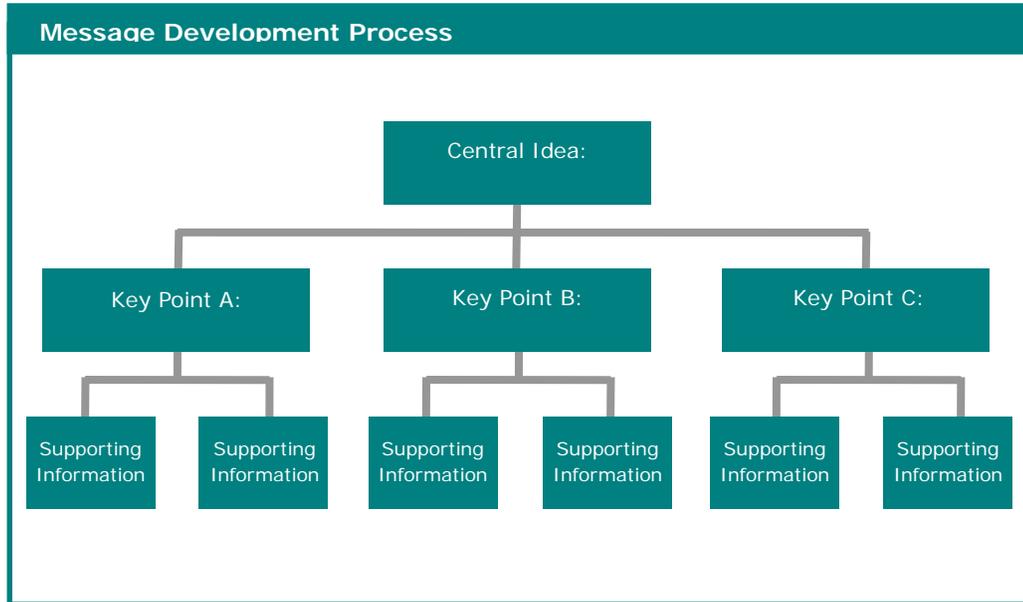
Developing the right message is a process of analyzing the strengths and weaknesses of the candidate city and its competitors. The message must be simple and well structured, and it should be relative to the competition.

Every argument put forth in a campaign must position the candidate city uniquely compared to its competitors. To further strengthen the relevance of the message, it should address a current issue in the international federation, offering a solution or a value proposition to the voters.

It is common for candidate cities to fail to acknowledge that communication must be relative to the competition and that it is the voters' interests that are important. While cities might manage to answer the question "Why should I vote for you?" they don't manage to answer "Why should I vote for you over the other candidates?" Bids which do not differentiate the bid or connect with the voters ultimately fail.

Another key point is to keep the message simple. Most of the voters will not be native English speakers and the use of complicated words, slang, or expressions with double meaning can dilute the message. Translations might also take place, making it even more important to ensure that there are no misunderstandings.

A clearly structured message is easier for the candidate city representatives to deliver and easier for the voters to understand. There are many solid methods for message structuring, including the sequential model below:



Using this model helps cities deliver strong messages. A key message that sums up the whole argumentation allows candidate cities to make a quick and precise presentation during casual conversations, and when there is time for more detailed discussion, other logically structured key points can be introduced.

Because personal contact with voters is usually brief during a campaign, it is even more important to be prepared for the opportunity for short meetings in unstructured situations with voters. During a short encounter, a candidate city rarely has more than 30 seconds to answer the two main questions on any voter's mind: "Why should I pay attention to this?", and "How can I use this?" Developing a message through such a rigorous process as described above will help bid representatives deliver strong messages regardless of the time available.

### ***Communicating in the Right Way***

Choosing how a message is delivered is a big part of putting together the right campaign strategy. For the communication strategy to be successful, the bid committee must operate on two levels simultaneously: presenting an exciting promotional and marketing campaign, and at the same time, executing an intensive lobbying campaign.

**Promotional Campaign:** The aim of the promotional campaign is to create awareness about the bid and position the candidate city relative to its competitors. A high-level promotional campaign underlines that the candidate city is serious about the bid and helps generate attention from media and industry commentators that might influence voters.

The promotional campaign is also a very effective way of showcasing some of the ideas and concepts in the bid, as well as demonstrating competence. The more competently the bid is presented, the more credible and trustworthy a candidate will appear. Ultimately, the promotional campaign is the way to create the vision for event presentation.

Mass media, traditional media, and online communication are all effective types of tools to use during this stage of the bidding process. However, the strategic choice for which communication tools should be used depends on the time, budget and message.

**Lobbying Campaign:** While the main purpose of a promotional campaign is to manage the perception of the candidate city, the lobbying campaign is about influencing voters directly. A successful lobbying campaign is based on personal relationships and creating opportunities to strengthen them.

A candidate city will often enter the race without any prior relationship to the international federation. Therefore, the national sports federation and the National Olympic Committee usually help to execute the lobbying campaign. Face-to-face interaction with potential voters is absolutely necessary during this phase. Unfortunately, many national federations are not active in the international sports political arena and do not have strong personal ties to use during the lobbying phase.

In response to this, countries and cities that want to become major participants in international sports work closely over time with their national sports community to increase their representation within the decision-making bodies of the international federation. With long-term planning and consistent event strategies, cities can manage to build up the necessary influence and personal relationships to position themselves more effectively in a bidding campaign.

### ***Delivering at the Right Time***

Timing in a campaign is important, as it can either enhance or defuse a message. If a message is delivered at the right time, it can have a tremendous and positive impact on the voters. Unfortunately, there are many pitfalls that cities must avoid when delivering a message. For example, delivering a strong message while the voters' attention is on something else can kill the momentum and harm the campaign.

Waiting too long to communicate a message can also have a damaging effect, especially if the message is not easily understood. Looking to over-impress at decision time, some cities have waited until the final presentation before revealing their strongest key concept or message. A complex yet compelling message should be delivered in phases during the campaign to maintain voter interest and avoid confusion.

The message should also be delivered the right number of times. Campaigning is essentially repetitive, persuasive communication. The candidate city should not overwhelm the voter with letters and meeting requests; instead, the bid committees should plan a clear and consistent message flow. The more times a bid manages to target the right people with the right message and deliver it the right way at the right time, the greater the chances for success.

## Competitor Analysis

A competitor analysis is an objective overview and comparison between a city and its bidding competitors. It is an integral part of any strategic planning process because competitive strategies need to be based on the knowledge of the relative strengths and weaknesses of the competitor bidding cities. Competitor analysis is a useful tool that can assess the competitive environment and help generate decision-relevant insights for the city's positioning and the subsequent strategy that it should follow.

Specifically, the competitor analysis will help the city to do the following:

1. Understand the competitive advantages and disadvantages relative to its competitors
2. Gain an understanding of its competitors' strategies
3. Provide an informed basis to develop a positioning that will help the city achieve competitive advantage going forward

These insights will collectively provide the basis for developing a successful sports event strategy.

### Identifying the Competitors

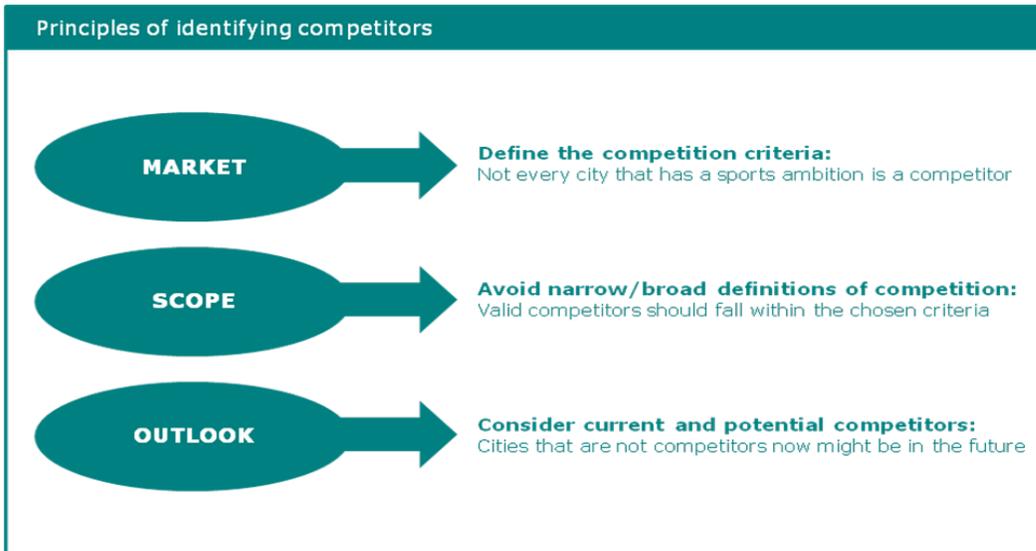
Identifying the relevant competitors is crucial. It is as important as the actual competitor analysis because identifying the "wrong" competitors to analyze will result in irrelevant or misleading insights. For a city to identify its competitors correctly, a few principles should be observed.

First, it is important to identify the market segment. Not every city that has ambitions in sport event bidding is truly a competitor. While there is substantial risk for cities that do not realize the full extent of the competition, it is equally as detrimental to view every city as a competitor, merely because they have expressed interest in becoming a more important participant in global sports events.

Therefore, cities must clarify in which market segment they are competing within the sport events industry. For Buffalo, it should benchmark itself in the competitor analysis against cities with similar outlook and goals, which will help it to define its market segment and identify the relevant competitors.

Second, it is essential to avoid excessively narrow or broad definitions when defining the competition. Too narrow a definition will exclude relevant competition, while, on the other hand, too broad a definition will include too many peripheral or irrelevant competitors and dilute the focus of the analysis. It is advisable to have three to seven competitors included in a competitor analysis so that there is a sufficient basis of comparison to make sound judgments and initiate appropriate action.

Third, identification of competitors should not only consider current competition, but also potential competition. In addition to the "known" competition in the market segment, there is a need to consider potential threats by taking into account cities that have a suitable profile and minimal barriers of entry into the market to mount a direct and credible challenge.



Such potential competitors tend to be cities that are already in competition with the city in other industries and are often similar in the way that an international audience would perceive them. Potential competitors also tend to have a combination of qualities such as financial capability, available sporting infrastructure, and human resources, all of which enable them to make a quick entry into the market to compete. Because sports organizations view the world predominantly in terms of continents and geographical regions, potential competition would normally occur in the same geographical region, inasmuch as the new city could be a market substitute for Buffalo.

The relevance of considering potential competitors is that the positioning and subsequent strategy that follows a competitor analysis needs to be implemented over several years. Since it takes time for positioning to be communicated and built up, it would be costly not to take into account a strong potential competitor that could emerge very quickly. Therefore, in order to maintain focus, while simultaneously reviewing a reasonable number of competitors in the analysis, it is recommended to incorporate a maximum of the two or three most likely potential competitors during the identification process.

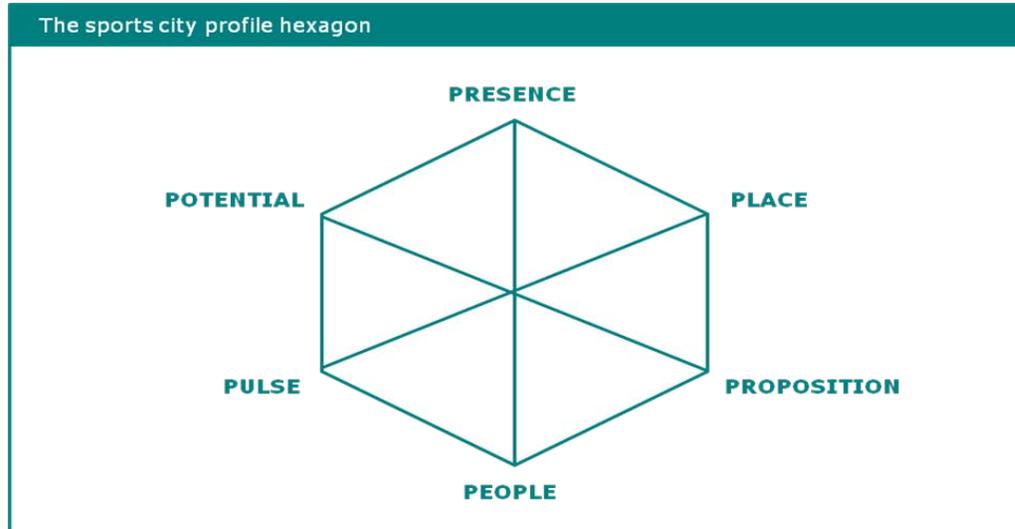
### Analyzing the competition

The analysis stage of the competitor analysis aims to gather data about the competitors identified and obtain valuable insights that would be useful for developing the positioning and subsequent strategy.

During this research phase, the data that is gathered and the analysis conducted for each city is structured as follows:

1. Overview of city, key organizations, and strategy
2. Mapping a sports city profile hexagon
3. Summary of key strengths and weaknesses

The overview should contain as much background information as possible pertaining to each city. This includes any relevant information about the city, the key players within the city that will influence the strategic direction taken in sports events, and whether there is any known or perceived sports event strategy.

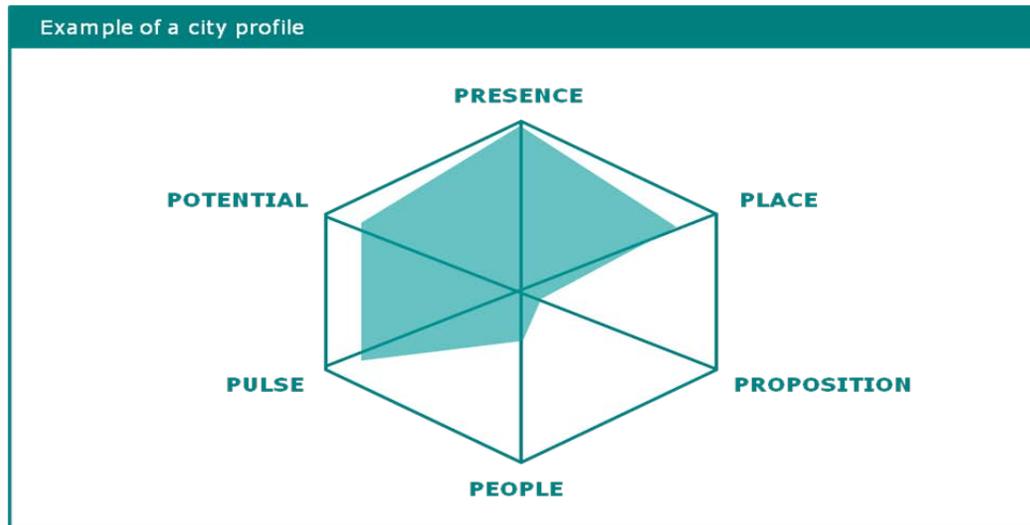


The second part involves the use of the sports city profile hexagon, a profiling tool to plot the profile for each city. This is done by scoring and plotting the hexagon formed by the following six criteria:

4. Presence – This is related to the city’s international status and standing both in sports and as a whole, and at the practical level, is about the impression that the city evokes and the level of importance that the city has in the hearts and minds of an international audience.
5. Place – This covers the physical aspects of a city, including general infrastructure, sporting venues, transport connectivity, attractiveness and beauty of the city, weather, and other similar factors.
6. Potential – This is primarily focused on the opportunities that the city can offer to international sport. Key indicators are the city’s strategic initiatives, any known plans within sport, and the resources that have been made available to realize such plans.
7. Pulse – This quality is designed to measure the vibrancy and appeal that is an important part of each city’s image, and in practical terms, has to do with how exciting and enjoyable the city is perceived to be.
8. People – The people determine the capabilities, work culture and tone of the city and this criterion includes components like education, skills, languages, work ethic, openness, and friendliness.
9. Proposition – This has to do with what the city can offer international sports as its key value proposition and how attractive and unique that offer is.

Based on the strength of the components under each criterion, a score from 1 to 5 is assigned for each criterion.

The scores are placed on the hexagon model to provide a visual representation for the profile of each city. Such a representation not only provides a visual representation for comparing the city and its competitors, but will also extract further insights at a later stage when looking for strategic opportunities.



In the third and final section, the analysis concludes with a summary of the city's key strengths and weaknesses. This will form the most tangible and direct input for development of the subsequent positioning and strategy.

After this analysis has been completed for each competitor, it should also be conducted for Buffalo. However, it is important for this analysis to be conducted by an external party outside the city to ensure the analysis is objective.

### ***Wrapping up the analysis***

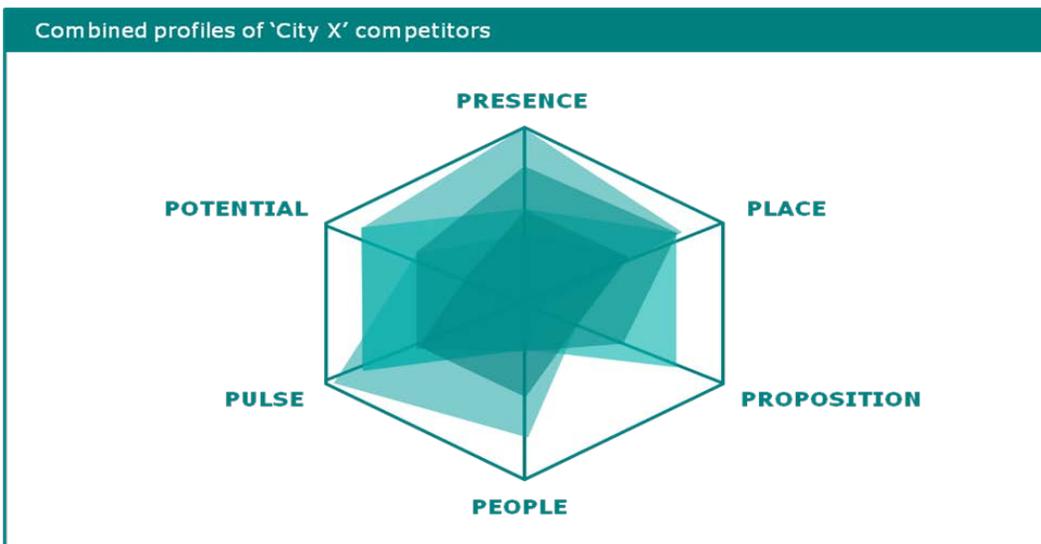
After the analysis is concluded, there is a matrix of scores for all the cities across the six criteria. By utilizing the matrix for analysis, a strategizing city like Buffalo ("City X") can review comparative strengths and weaknesses in direct relationship to its competitors. By doing so, Buffalo would have a good indication of which cities are its strongest competitors and where it stands among this field.

Six-criteria matrix: Comparing 'City X' with competitors

Criteria	City X	Competitor A	Competitor B	Competitor C	Competitor D	Competitor E
Presence	5	2	4	3	3	3
Place	4	3	4	4	4	3
Potential	4	3	3	5	4	2
Pulse	4	5	3	4	4	3
People	2	4	2	4	2	3
Proposition	1	2	3	3	4	2
<b>TOTAL</b>	<b>20</b>	<b>19</b>	<b>19</b>	<b>23</b>	<b>21</b>	<b>16</b>

Another useful application of the sports city profile hexagon is using it to find out the strategic challenges and opportunities posed by the field of competitors to the strategizing city. This can be done by superimposing the hexagon profiles of all the competitors onto a single hexagon space.

When all five competitive city profiles are superimposed onto a single hexagon, Buffalo can make observations based on the concentration of scorings to explore opportunities for competitive advantage among the field of competitors.



Using the example of City X, the observations that can be made are the following:

- Competitors all have strong “places,” which implies that even though City X may be strong in this criterion, it would not prove to be an effective differentiating advantage between itself and the rest of the field.

- Opportunity to exploit “people” because, with the exception of one other city, the competition scores low in this criterion, as reflected by the rather empty space on the “people” axis. This presents an opportunity for City X to leverage this weakness in its competitors and differentiate itself from the rest of the field.
- Opportunity to exploit “proposition,” because, with the exception of one other city, the field of competition is given low scores in this criterion, indicating a general lack of clarity regarding what the competitors actually offer to the sports world and reasons why events should go to these cities over others. Again, this presents an opportunity for City X to differentiate itself from the field by having a very clear and attractive proposition.

### ***Using the analysis for positioning***

Positioning, according to classic marketing theory, is about portraying a certain identity or image in the minds of the target audience. For a city that is interested in hosting sports events, this is equivalent to finding the right image, identity and message that the city should communicate to the world of sport.

Thus, a city’s positioning should be based on the relative differences between the city and its competition, emphasizing the positive differences. Positioning should also address the challenges a city faces and leverage the opportunities it has.

For these reasons, the competitor analysis serves as an important source of information for deriving a city’s positioning. Especially when a large field of competitors has been analyzed, it is useful to condense the findings further by using the output of the competitor analysis to create a final list of “Strategic Opportunities” and “Strategic Challenges.”

In conclusion, some important points regarding competitor analysis include the following:

- Correct analysis can be demonstrated. Positioning must be able to be shown clearly for it to be believable. This is best done through the use of various communication channels, but it also needs to be demonstrated through activities and initiatives, not just communication devices.
- Correct analysis shows practical benefit. The practical benefits for the international federation must be very clear in the positioning of the city (e.g., “What’s in it for me?”). Too often, cities talk about their ambitious plans without actually formulating the communication in a way that shows how all of their plans can actually benefit the sports world. The practical benefit that the city can bring to the sports world needs to be clearly communicated in the positioning of the city.
- Correct analysis is unique. The positioning should be unique to Buffalo and not something that can be copied easily. This ensures that the city stands out from the crowd with its value proposition. Very often, this is about finding a city’s combination of strengths and unique qualities to position the city apart from the rest, and this message will likely resonate most strongly with sports event decision-makers.

## **City Branding Identity, Image, and Position**

In today's globalized world, cities compete for attention. Businesses have more choices when it comes to deciding where to open a new offices and factories, and people have more options when deciding where to live, work or go for their next holiday. The main challenge in positioning a city, in the marketing sense of the term, is to overcome the stereotypes that have developed over time. Place branding, therefore, is the art of changing these perceptions.

First, it is important for cities to understand how the world perceives them. Depending on these perceptions, place branding efforts can enhance the reputation, revitalize it or improve it. The main factors that affect the reputation of a city are the perceived behaviors of city residents and the personal experience people have with them.

There is a common misconception that pure promotion and marketing can change the perception of a place (e.g., the "tourism office" advertisements on CNN). Unless the marketing reflects the reality of the city or country, it will have little effect. Cities, therefore, must support their marketing efforts with visible, concrete actions to ensure their message is believable.

There are many ways for a place to change the way it is perceived. Place branding theories emphasize the necessity for all the parties that interact externally with the world (e.g. ministry of foreign affairs, tourism boards, private companies, cultural bodies, trade organizations) to meet and design a unified strategy or approach in the way they want to promote their city or country. This is an extremely difficult task, however, because each party does not necessarily share the same objectives.

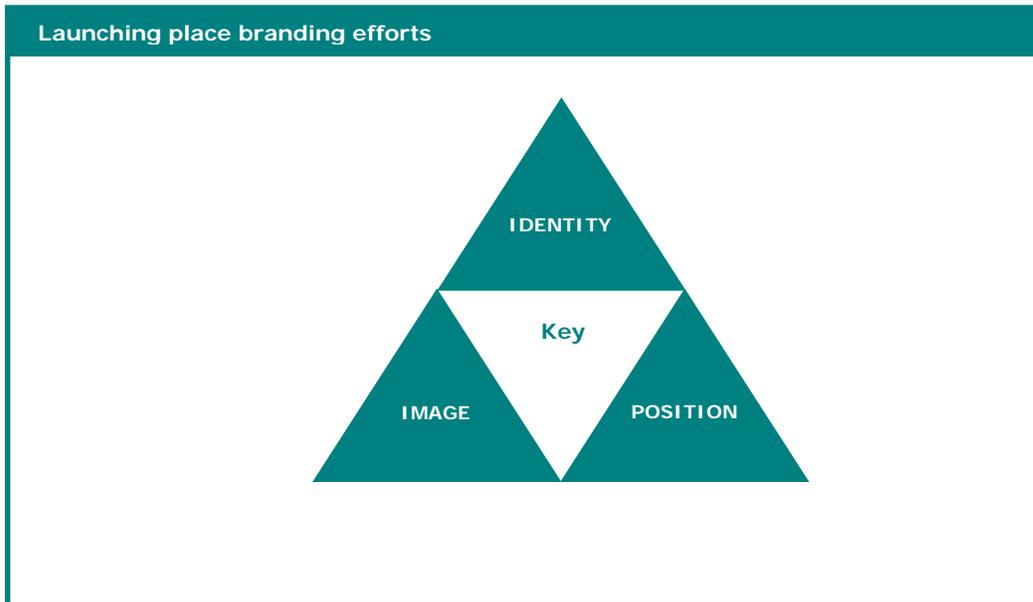
The fundamentals for branding consist of three elements:

- Identity
- Image
- Position

The identity of a city is what the owner of the brand can control and influence. It refers to how the brand owner wants the brand to be perceived. The identity of a city should be visionary and reflect the direction in which it wants to develop. The identity should explain how the brand is different from others.

The image is the actual perception of the brand. The image of a place is based on its geography, the goods it produces, its history, the events organized there, art, music, and – not least – its actions. An image can be difficult to change because people are more inclined to seek information that confirms their perception rather than challenges it.

Building the brand's position is the last element of a successful branding strategy. The city must choose the right messages that position it more strongly than its competitors and communicate these messages to a defined target audience. It must differentiate itself from other brands in ways that are important to the target audience.



Therefore, effective place branding corresponds to actual behavior. When cities decide what they want to be known for and then focus on telling it to the world through traditional advertising campaigns, the results can be very limited, if not negative. This is the “propaganda effect,” which leads people to doubt the sincerity of the message and think that the city has something to hide.

This is why a proper branding strategy focuses on actions and behaviors first, and then focuses on communicating these actions and behaviors. Only when reality and communication are aligned can a city effectively brand itself.

#### **Optimizing the role of sports events in promoting identity**

Although many cities seek to promote themselves and to raise awareness of their assets by hosting sports events, there is strong likelihood that the effort will be unsuccessful without formulating a specific plan to raise its profile at each stage of the event cycle, from bid to execution. There are hundreds of sports events of varying levels of importance which take place every year, and unless the host cities can clearly articulate broad-based objectives, there is a high risk of an event being “anonymous” -- that is, without sufficient achievement of identity-building goals to produce higher levels of awareness and recognition.

As noted elsewhere in this report, successful event bidding is based upon being able to successfully answer the question “why?” for decision-makers whose primary interest is their sport, their event, and their federation. However, it is equally important to answer the question “why?” for internal audiences by carefully and clearly articulating how the community will benefit from event hosting. Traditionally, the internal answers to “why?” have been focused on economic

impact, but in the current environment, incremental spending is not sufficient. There must be more beneficiaries than hotel management groups, restaurant owners, and retail store owners.

To determine the messages and values to be promoted through a major sports event in Buffalo, **TSE Consulting** recommends a four-step process, as follows:

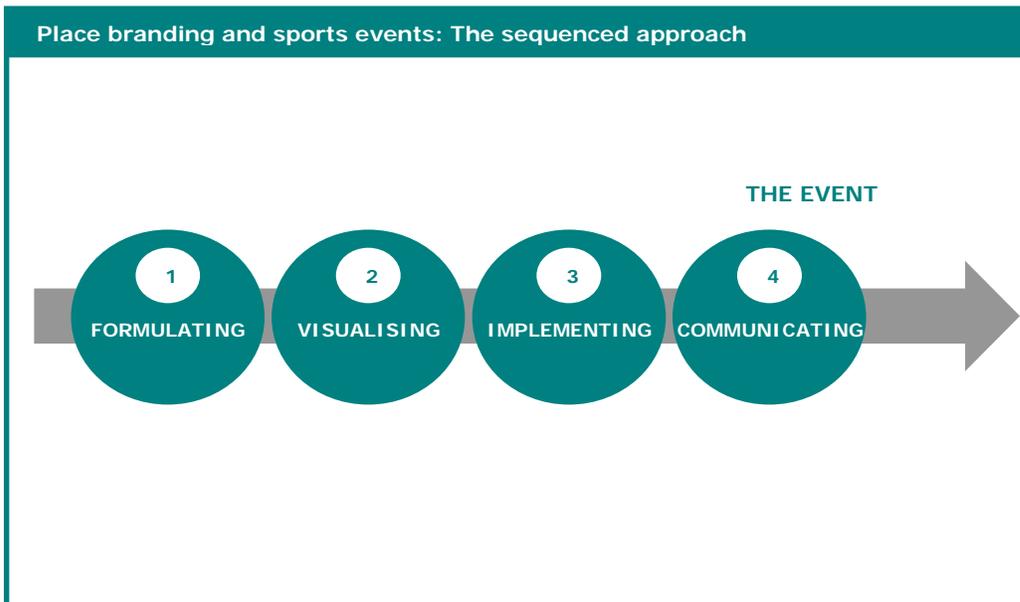
- Formulating the message
- Visualizing the message
- Demonstrating the message
- Communicating the message

**Formulating the message**

The process of determining the messages Buffalo can most appropriately convey should begin with two key questions:

- What defines us today?
- What do we want to be known for tomorrow?

The answers to these questions help to craft the Buffalo communication strategy. The messages which Buffalo wishes to emphasize must be able to be demonstrated in the both the bidding phase and the operational phase. For example, it is well understood that a city best known for a tranquil, peaceful setting which wants to build its reputation as a vacation destination would not be well-served by hosting a motor sports race which would be unlikely to reinforce brand objectives.



**Visualizing the message**

The message, or “story”, of the event, needs to reflect the look and feel of the event itself. The visual concept should reflect the basis on which the message is built, creating a clearly understandable and recognizable identity that will guide all actions in the implementation phase.

Some recent international events have built a long-term, consistent identity that extended from the bid phase through event hosting and which served as a touchstone by which all planning efforts were formulated. As an example, Vancouver was able to carry a powerful theme of environmental consciousness and sustainability through the planning and execution phases of the recent Olympic Winter Games, and presumably, the messages continue to resonate today.

For Buffalo, the messages transmitted both internally and externally must reinforce city themes and promote congruence between image and reality. While it would be tempting to transmit images that are more attractive than reality, the message visualization must, above all, be realistic. Otherwise, the differential between image and reality is too great and becomes counter-productive because it is not based on fact.

**Implementing the message**

The organization of an event should also reflect the story to be told. In other words, the story needs to come alive in the methods used to run the event.

For example, if the host city wants to be known for its cutting-edge technology, then the event should feature new “high-tech” systems, particularly for the media and the general public. If environmental themes are important to the host city, programs that encourage recycling and the use of pollution-free transportation should be utilized.

For the 2006 FIFA World Cup in Germany, organizers wanted to promote a story of friendship and social interaction. Therefore, the host cities created large gathering areas where fans could meet and celebrate before and after the matches. Organizers also closed streets from the train stations to the stadiums to allow fans to walk together to the venues and interact along the way.

Similarly, Buffalo must be able to demonstrate that its messages are reinforced through the way in which the event is planned and organized. Because some sports events can involve large segments of the city’s population, the story can be told more effectively than any other medium, as long as the message is reinforced by initiatives and programs that demonstrate sincerity and truthfulness.

**Communicating the message**

After demonstrating the message, a place must make sure these messages and innovations are acknowledged and talked about. Communication around the event has to focus attention on these innovations – cameras have to show them and the media has to be fully briefed on what is new and different. This is what makes the difference between a message that is seen as “hype” or “propaganda,” and one that is believed to be genuine and which can create real impact.

The print and electronic media need to be viewed as strong partners in this effort. For external audiences, particularly for those not attending the event, the images and messages must be transmitted effectively through broadcast or Internet technology for benefit to occur, and this is not easily, or believably, done through the event organizers themselves.

## BUFFALO NIAGARA SPORTS COMMISSION BID EVALUATION INSTRUMENT

### Section 1: Infrastructure

Understanding and fulfilling event rights holders' requirements for hosting sport tourism events is essential to winning bids to host a particular event. This begins with an assessment of the infrastructure required by the event rights' holder as compared to the inventory of community assets available in the potential host community.

The successful host community must demonstrate the availability, quality and appropriate standard of infrastructure—sport, tourism and community. This includes athletes, officials and spectator accommodation, food service, venues, sport facilities, transportation, media/broadcasting networks and signals, technical production requirements and access to sport medicine. Should there be any gaps in the required infrastructure, the successful host community must demonstrate its capacity.

#### 1.1 Sports Facilities/Venues

- Does your community have the sport facilities and venues required? Consider availability, standards, seating capacity, technological features, security, marketing restrictions, and assembly requirements.
- Is space for an awards banquet needed?
- Is the venue handicap accessible?

If any facilities/venues are missing,

- Are they planned and funded so that you can guarantee availability?
- Are there alternative ways to provide the requisite facilities?

## 1.2 Accommodations

Calculate the number, quality, and price point of rooms required to accommodate the anticipated athletes, officials, and spectators.

- Do sufficient rooms exist to accommodate the anticipated visitors?
- Will sufficient rooms be available (vacant) during the event period?
- Will hotels reserve/guarantee sufficient room blocks?
- Is there a range of accommodations available that encompasses various types, quality levels, and prices?
- How many “comp rooms” are needed?
- Who will set up the accommodations?
- Will a housing service be used?
- Is there an area for campers?
- Are there accommodations needed for persons with special needs?

If sufficient rooms are unavailable

- Are there opportunities to expand the accommodation base to fill the gaps? (e.g. temporary housing, school dormitories, shuttle services to neighboring communities, etc.)
- Are additional facilities planned that can guarantee availability in advance of the event?

1.3 Food and Beverage Services

- Is there a range of food options available at or near the accommodations?
- Are banquet/catering facilities with sufficient seating and serving capacity available at affordable prices?
- Will alcoholic beverages need to be served?
- Will special diets (i.e. vegetarian, gluten-free) need to be accommodated?
- Is the venue far from restaurants?
- If no, are there opportunities to expand the food and beverage services?
- If no, are there opportunities to expand the banquet/catering facilities?

1.4 Transportation

- Does your community have good access by air and interstate highway?
- Is the cost of travel reasonable from various points of origin?
- Does your community have a good public transportation system?
- Can distances among venues, facilities, and accommodations be traveled with ease?
- Is a shuttle service available? If so, who will provide it?
- Is transportation required for persons with special needs?

### 1.5 Media Broadcast Capability

- Is there a host broadcaster/network available?
- Is there a reliable international signal in your community?
- Can you meet the specific technical production requirements?
- Is wifi available at the venue?

### 1.6 Medical Services

- Is there ready access to sports medicine services?
- Who will be the provider of medical services?

## **Section 2: Community Support**

The local community and volunteers are critical to the success of any sport event and an important resource that must be effectively utilized if the event is to run smoothly.

### 2.1 Sport Clubs

- Is the relevant sport federation/association active in your community and committed to the bid?
- Is the club both knowledgeable and well-regarded?
- Does a local organizing committee (LOC) need to be formed to conduct the event?

- If an LOC is to be formed, is there a club or organization in place to spearhead the event?

## 2.2 Commitment

- Does the bid/event have broad-based community support?
- If no, do you have strategies to gain community support?
- Are there conflicting dates on the community calendar for the event dates?

## 2.3 Critical Mass

- Will you have a sufficient number of committed volunteers?
- If needed, do you have the volunteer capacity to provide language services?
- Do you have the capacity to assemble, train, and manage the requisite volunteers?
- Who will provide the volunteer support coordination?
- Do we have the local resources we would need to find volunteers?

## 2.4 Business

- Does your business community support the bid/event and will it be committed to your success?
- If no, do you have a strategy to engage the business community?

### Section 3: Public Sector Support

Public sector—political and administrative—support is essential to winning bids and successfully hosting events. Networks, partnerships and influence need to be cultivated well in advance of any bid to host a sport tourism event. The breadth and scope of public sector engagement will vary depending on the scale and prestige of the event.

#### 3.1 Government Support

- Can you attract and operate this event without public support resources?
- Do you have support for hosting the event from relevant federal, state, and municipal leaders, both political and bureaucratic?
- Do you have strategies in place to gain proper support from city, county, state leaders and organizations?
- If public support is available, will it provide sufficient ROI?

#### 3.2 Working Capital

- Do you have sufficient working capital to fund the bid process and pay prescribed event rights fees?
- Is a strategy or program available to obtain fiscal support to prepare a compelling bid?

### Section 4: Management and Event Expertise

Event bid teams must have members with

- An understanding of relevant local hosting policies

- Professional skills to prepare business plans, assess the impact of hosting sport events, proficiency in human resource (volunteer recruitment and retention) and event management
- An appreciation of the need to adopt policies and practices consistent with a green agenda
- Strong networks in both the sport and tourism sectors, and effective linkages to community leaders
- Credibility in the relevant sport and competitive environment

#### 4.1 Leadership

- Do you have tourism, sport and business expertise and municipal experience on your core team? If considering a bid for a national or international event, do members of the core team also have national or international credibility?
- Does the bid group have competencies in business plan development, financial management, human resources and event management, as well as an appreciation for environmental requirements?
- Can we recruit media and marketing volunteers to our LOC?
- Do one or more members of the LOC have ties with the rights holding organization and is he/she motivated to lead or assist, as necessary?

#### 4.2 Experience

- Has your community/organization previously bid to host a sport tourism event?
- Has your community/organization previously hosted an event of a similar scale and scope? Were the outcomes positive?
- Has your community/organization experience in running successful sport events at a similar level of competition?

- Do we have an adequate volunteer base for this event?
- Does the venue have a management team in place that can adequately assist in the execution of the event?

### **Section 5: Financial Considerations**

Hosting major sport events offers communities the potential to capture significant benefits across a broad range of objectives, as events have the potential to act as a catalyst for generating substantial economic and social wealth. Economic benefits may include increased levels of tourism, job creation, enhanced public infrastructure and increased tax revenue. Social benefits, such as unique work experiences, training and youth participation, volunteer promotion and an increased emphasis on fitness and health may be realized. Major sport events may also raise a community's profile and contribute to place making and regeneration.

However, bidding and hosting sport tourism events requires significant investment and everyone involved—bid organization/community, government, corporate sponsors and rights holders—wants to maximize the return on investment, be it in the form of revenue or broader economic impacts. Hence, demonstrating financial return is critical to any bid as is limiting financial risk. While a community may benefit from hosting a particular event, the economic focus of sport tourism should include the creation of new expenditure, rather than simply relocating economic activity within a region.

#### 5.1 Size

- Is the size of the event sufficient to generate out of area visitors and, potentially, broadcast viewership?
- Is there potential for the event to grow?

#### 5.2 Sport Popularity

- Will the event attract significant public interest?
- Will the event attract local participants and/or spectators?

- Is there potential for the event to remain in the community on a long-term basis?
- Will the event displace local participants from venues creating a negative affect?
- Is a plan in place to offset or overcome any negative aspects of the event?

### 5.3 Event Reputation

- Is the marketability of the event sufficient to attract corporate sponsors and media coverage?
- What is the appropriate level of due diligence we need to do to assess event viability?
- Is there national exposure our community will receive as a result of hosting the event?

### 5.4 Economic Value

- Will the event provide economic benefits prior to and during the event?
- Will the event provide economic benefits following the event?
- What measurement tool will be used to determine economic benefits?
- If no measurement tool exists, do you have a plan to establish a measurement technique?
- Will the event owner be engaged in determining economic benefit?

## 5.5 Post-Event Expenses

- Are there sufficient revenue sources to carry the ongoing costs of maintaining event infrastructure in the period after the event concludes?

## Section 6: Competitive Context

Any bid decision needs to be made within the context of bid process and timing, past hosts, informed intelligence as to the likely competition and any leverage points the community may have in respect of the specific event.

### 6.1 Bid Process

- Is a bidding process used to select the successful host communities?
- Do we understand and have reasonable expectation that we can meet all the requirements of the bid process?
- Is the timing of the bid process realistic in terms of the amount of effort required to submit a competitive bid?
- Do we have the expertise or manpower we will need to execute the bid properly?
- Does the bid process involve an on-site visit or event owners?
- If yes, does a plan exist to accommodate on-site visits and involve all community partners involved with the event?
- What expenses will be involved with an on-site visit?

### 6.2 Geographic Analysis

- Was the previous host located in a different region, or if an international event, in different country or continent?

- Will our geographic region qualify for consideration, or is there a geographic rotation that would exclude us?
- Does our geographic location negatively or positively affect our bid? (e.g. our location is easily accessible by plane or automobile, our climate would adversely affect the operation of the event, etc.)
- If negative, what plan is in place to overcome adverse effect on bid?

### 6.3 Competition

- How do we compare with expected competitor cities?
- What is the timeline for the bidding process and scheduling of the event?
- Do we have distinguishing characteristics that would help us win?
- Can we win?

## **Section 7: Sustainability**

Ultimately, sustainable event bids should leverage existing facilities, resources and capacities and yield the best results—economically and socially -- for the host community. Over the longer term, this means targeting and prioritizing the best opportunities—events which best utilize the community’s existing and planned assets, bring the greatest economic impact, and yield the highest revenues.

### 7.1 Sustainability

- Does the event optimize existing venues and facilities?
- Does the event timing contribute to shoulder or low season revenues?

- Does the event bring additional tourism benefits?
- Does the event bring additional sport benefits?
- Does the event help to train and maintain a roster of committed volunteers?
- Are sustainable site management practices and event management measures already in place?
- Is the community aware of and committed to addressing environmental issues related to sport?

## 7.2 Marketability

- Is the event highly marketable?
- Is it a highly competitive/strong spectator sport?
- Is it a popular sport in the host community and/or in the state or region?
- Will local media positively report on the event?
- Will this be considered a significant news event in the community and reported on accordingly?
- Does the sport/event have a historical track record of corporate support
- Does American performance in the sport resonate internationally?
- Does the event have the capacity to attract corporate sponsors and TV audience?
- Is the event considered prestigious? Does it have a positive reputation? Does the sport governing body/rights holder have a credible reputation and delivery system?

### 7.3 Legacy

- Will the community benefit from enhancement(s) to existing infrastructure or new construction, such as sport venues, tourist facilities, and administrative facilities?
- Are we proposing any programmatic or capacity building community legacies?

## **Section 8: Congruence with Community Initiatives**

Successful events support broad-based community initiatives, as identified by the political or corporate leadership of a community, or in a long-range community master plan or strategic document. It is important to assess whether a prospective event will enable the community to achieve important goals, as established by non-sport leaders within the community.

### 8.1 Congruence

- Does the event support a local community group or organization?
- What are the current priorities for the State and the Governor, and can this event help in their achievement?
- What are the current priorities for the city and the Mayor, and can this event help in their achievement?
- What is the level of support for the economic impacts created by tourism and the hospitality community?
- Is there an opportunity to educate?
- Is there support from facility ownership and a view that this event helps the governing entity to achieve its goals?
- Can non-sport community initiatives be incorporated into this event?
- Does the event have a legacy aspect to it that will positively affect the community?

## Event Evaluation Format/"Report Card" Expansion

### Event Development:

- Resource Utilization -- Did we utilize our resources prudently and efficiently?
- Event Selection -- Did we make a good decision when we sought this event?
- Infrastructure Utilization -- Did we take effective advantage of the infrastructure available to us?
- Financial Resources -- Did we identify and utilize available financial resources in an effective manner?

### Economic Development:

- Local Awareness -- Did we create participation and engagement across a broad segment of the community?
- Outreach/Charitable Association -- Did we expand the reach of the event through an association with a charitable institution?
- Job Creation -- Did the event stimulate job creation or local work product?
- Tourism Impact -- Did the event help to create future opportunities for return visits and tourism development?
- Rights Holder Spending -- Did we motivate the event rights holder to "buy local" for goods and services that could be sourced in many locations?

### Social Development:

- Volunteer Recruitment -- Did we motivate and activate voluntarism by staging this event?
- Community Leadership -- Did we engage local community leaders so that the event received greater awareness and credibility?
- Charitable Cause -- Did we establish a partnership with a respected local charity?
- Youth Involvement -- Did we provide opportunities for meaningful youth participation and involvement?
- Community Engagement -- Did the event create local community pride and spirit?

### Sport Development:

- Facility Utilization/Improvement -- Did we make adjustments to the facility in order to stage the event that have long-lasting implications for the community?
- Technical Expertise -- Did we identify and utilize local sports experts to enhance the event and create future opportunities in the sport?
- Sport Participation -- Did we provide opportunities for skill acquisition in the sport, leading to increased participation?
- Sport Leadership -- Did we advance relationships within the sport that provide a springboard to future events of greater importance?

**Branding Development:**

- Charity Linkage -- Did we establish a relationship with a respected local charity that enhanced the image of the event?
- Sport Awareness -- Did we increase the visibility and importance of the sport by staging the event successfully?
- Core Competency -- Did we advance our community's image as "can do," hard working, and efficient?
- Media Coverage and Interest -- Did we create measurable results in traditional and social media that enhance our community reputation?

---

## EXECUTIVE SUMMARY

---

Event bidding is a complex process of communication between the event rights holder and the event bidder that comprises five stages:

- Bid feasibility
- Bid development
- Bid submission
- Bid presentation
- Site selection

In order to win an event bid, the event bidder must try to achieve a desirable “fit” by exceeding the event rights holder’s specified and unspecified bid criteria relative to competing bids. This specified and unspecified bid criteria is represented as the five rings in the “TSE Event Bidding Model” presented later in this report.

Event bidding is not an exact science whereby success can be guaranteed by following a prescribed formula. The event bidder must treat each new bid as being unique. However, there are a number of factors common to all successful event bids that the event bidder is encouraged to employ, and these are presented to the Buffalo Niagara Sports Commission as a “checklist” for future bid efforts, as follows:

- Meeting both the specified and unspecified criteria
- Adding value to the bid and to the event
- Providing evidence of support – public, private, non-profit, and philanthropic sectors
- Demonstrating the ability to deliver the event through infrastructure, community support, and previous event management expertise
- Showing previous event bidding experience
- Developing strong partnerships and bid leadership
- Conducting research and providing quality information
- Identifying community icons as the “face” of the bid
- Making an emotional connection with the decision makers
- Providing evidence of community passion for the event
- Developing strong relationships with key decision makers.

---

## INTRODUCTION

---

This report provides insight for the Buffalo Niagara Sports Commission in four primary areas:

- Relevant stages of the event bidding process
- Event bidding principles
- Event bid requirements
- Success factors of winning bids

***The Essence of Event Bidding:***

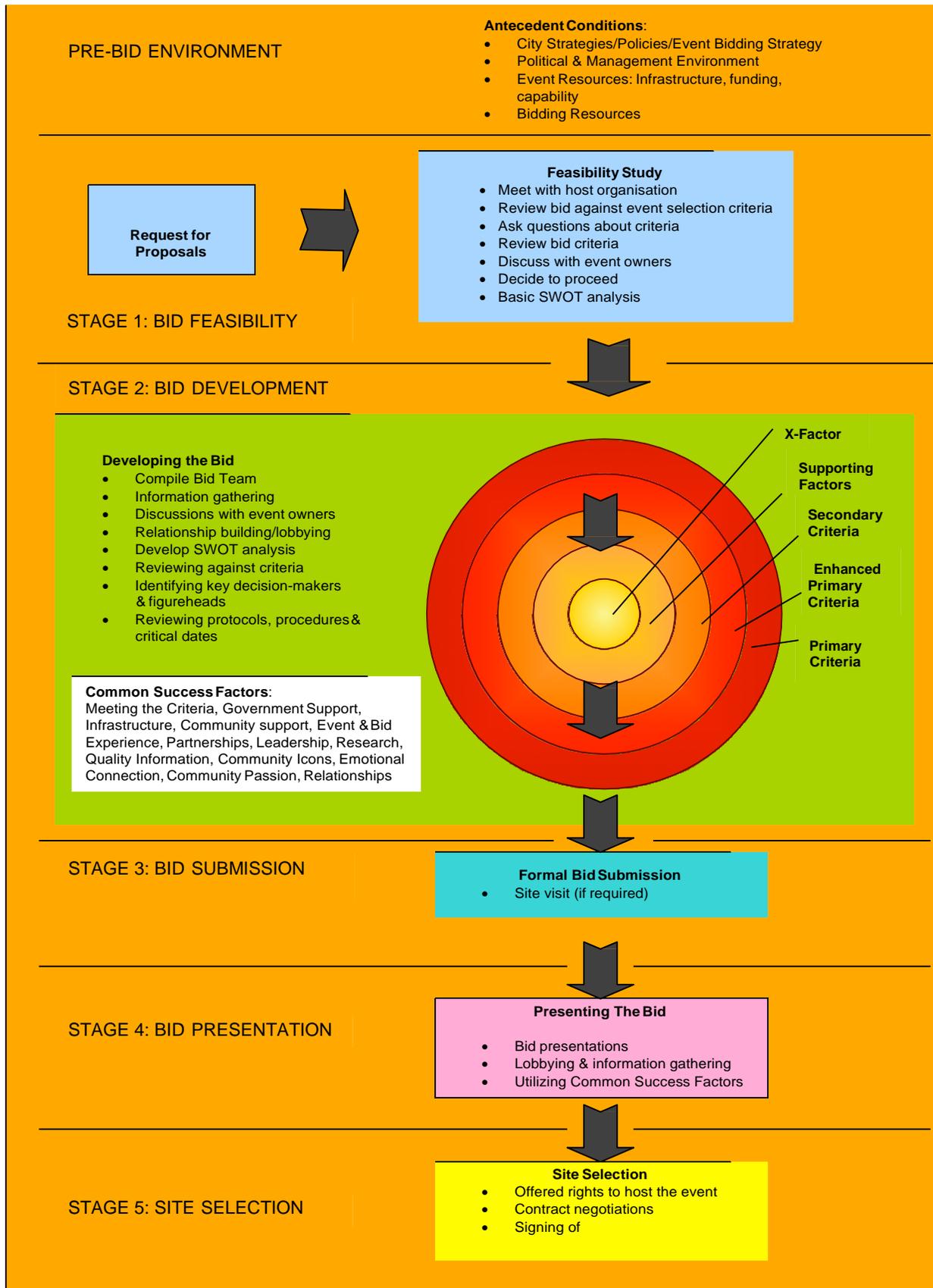
Event bidding is a complex process of communication between the event rights holder and the event bidder. The event rights holder is the entity that owns a particular sporting event and that seeks a host to organize and manage it successfully. The event bidder is an entity or organization that is seeking to secure the rights to host an event. In most bids, there is more than one event bidder resulting in a competitive bidding process.

It is important to acknowledge that the event rights holder has multiple strategic objectives. The event owner establishes a set of criteria for an event that can help to achieve these strategic priorities.

In the majority of cases, the desired outcome of event bidding is to win (in some cases, bids are submitted purely to gain experience) and winning is secured through achieving a state of “best fit” between the event owner’s criteria (both specified and unspecified) and the event bidder’s offerings relative to other competing bids. “Best fit” can be described as *“the desired state of the bid process where the event owner’s conscious and unconscious needs are best met by an event bid relative to other competing bids.”*

In order to reach a state of best fit in a highly competitive bidding situation the event bidder must aim to exceed the specified and unspecified bid criteria relative to other event bids. This specified and unspecified bid criteria is represented as the five rings within.

The “TSE Event Bidding Model” follows:



---

## THE FIVE STAGES OF EVENT BIDDING

---

There are five stages of the event bidding process include:

- Bid feasibility
- Bid development
- Bid submission
- Bid presentation
- Site selection

However, these stages are not absolutely distinct, as there can often be overlap between stages during bidding activity.

### **Stage 1: Bid Feasibility**

Hosting an event and putting forward a competitive bid can be an expensive undertaking. Therefore, the event bidder is encouraged to undertake a bid feasibility study in order to determine whether it is viable to bid for the event.

The bid feasibility stage commences when the event bidder receives a request for proposals (RFPs) from an event rights holder who is seeking a city to host its event. The amount of effort and resources for the feasibility study will be dependent on the size of the event. The higher the economic risk associated with hosting the event, the more comprehensive the feasibility analysis that should be undertaken. A basic questionnaire for bid feasibility is included below.

If the event bidder feels satisfied that it is feasible to submit a bid they then move onto the bid development stage.

## Event Bid Feasibility Questionnaire

### Strategic Alignment

Does this event fit with our strategic objectives?

What are the economic, social, cultural and environmental benefits?

### Resource Requirements

What will it cost to host the event?

Do we have the required resources to host a successful event?

What will it cost to submit a competitive bid? Do we have the appropriate resources?

Can we meet the required criteria, e.g., funding, hosting dates, volunteers, technical requirements, expertise?

### Selection Process & Critical Dates

When is the event?

When is the bid proposal required? Will there be a site visit? If so, when?

Will there be a bid presentation? If so, when and where?

How is the selection process managed?

Who are the decision makers?

Will there be a chance to meet and lobby the decision makers? What is the format of the bid proposal?

### Buy-in

Do we have community buy-in for the bid? Do we have political support?

What community leaders would lead the bid?

Who are the other stakeholders who would support the bid?

Who will own and finance the event if won?

### SWOT Analysis

What are our strengths?

What are our weaknesses? How can these be mitigated? What opportunities exist?

What are the threats?

What are our points of difference?

What is our X-factor?

### Competitors

Who are our main competitors?

What are our chances of winning the bid?

What are the strengths, weaknesses, opportunities, and threats confronting our competitors?

## **Stage 2: Bid Development**

The bid development stage is the most complex stage of the bid process. It is demanding process where the bidder needs to fulfill a number of critical tasks, often simultaneously. In order to develop the bid, a bid team must be established. The bid team then collects all relevant information and produces all bid collateral.

### **The Bid Team**

One of the first tasks is to select a bid team that will manage the development of the event bid. A critical person of the bid team is the bid team leader whose role is to lead the team through all stages of the bid process. The leader is pivotal in the bid, as there is a need to oversee the pace and direction of the bid to ensure that all tasks are being delivered on time.

Preparing a bid requires a wide variety of skills from people, including:

- Excellent interpersonal skills for relationship building and lobbying
- Writing skills for the content of the bid proposal document and supporting material
- Graphic design and film production skills for the bid document and supporting material
- Time management skills in order to be able to work under pressure within tight time frames
- An ability to collect and interpret information quickly
- Strong presentation skills, creativity, competitiveness, with a high degree of tenacity

### **Preparing the Bid Document**

The bid document is the most common way of communicating the bid and should be a professionally produced document that addresses all the requirements in the bid criteria, while promoting strengths and addressing weaknesses.

### **Content of the Bid Document**

The content of each bid document will vary depending upon what information is requested in the RFP. However, a standard bid document will include the following information:

- Introduction
- Overview of Buffalo as the host city and Organizing Committee
- Event Objectives (and long-term impact for the sport)
- Dates of the event or tournament
- Financial requirements (event budget, travel arrangements for officials, hotel accommodation, per diems, insurance)
- Technical requirements (event and training venues, venue layout, medical facilities, tournament offices, meeting rooms, security plan, catering)
- Marketing, sponsorship, and advertising
- Media and television requirements
- Supporting letters
- Any additional data required as per the event owner's RFP

### Essentials of Event Bidding

A way of understanding each stage of the bid development process is to picture an archer's target comprising of five concentric rings. The event bidder aims to fulfill the requirements of each of the five rings, starting from the outside and working toward the bull's-eye in the middle.

### Primary Criteria

The outside ring comprises of the *primary criteria*, including the criteria that are essential to the success of an event. The primary criteria are sometimes known as the technical requirements of the event.

The primary criteria represent the foundation upon which the bid is built, and, therefore, must be clearly understood. In most instances, the event rights holder will have a list of primary criteria that the event bidder must fulfill for a bid to be considered. In some situations, the primary criteria are used to screen out bids that do not meet the basic hosting requirements. However, meeting all the primary criteria does not ensure that the event will be won but is an essential step to achieving bidding success.

### Enhanced Primary Criteria

The second ring in the archer's target is called *enhanced primary criteria*. Due to the highly competitive nature of event bidding, event bidders must do more than just meet the requirements as set out in the primary criteria. By adding value or enhancing the primary criteria, the event bidder is attempting to gain a competitive advantage over rival bidders. Bidding organizations may propose state-of-the-art infrastructure such as sporting arenas, transportation networks, and telecommunications facilities that are beyond the basic requirements set out in the primary criteria. So while it is essential to meet the primary criteria established by the event rights holder, the nature of competition dictates that this will likely not be sufficient to gain competitive advantage over rival bidders. Therefore, an event bidder must continuously be looking at ways in which to enhance its bid.

### Secondary Criteria

The third ring comprises the *secondary criteria*. Secondary criteria comprise the "nice to haves" that are not essential to the success of the event. While it is not mandatory for the event bidder to fulfill the secondary criteria, it should be understood that their presence or availability helps to enhance an event. While meeting the secondary criteria is not fundamental to the success or failure of an event, they can be extremely important to the success or failure of an event bid.

Where the primary criteria are mandatory to ensure a minimum standard of quality (resulting in a somewhat level bidding environment), the secondary criteria consists of factors that event bidders can fulfill to the degree they choose. By exceeding the secondary criteria, a bidding organization can create a point of differentiation resulting in competitive advantage over rival bidders. The secondary criteria gives event bidders an opportunity to express themselves and to be perceived to be adding value to the owner's event.

### **Supporting Factors**

The fourth ring is called *supporting factors*. Supporting factors are those offered by an event bidder outside of what is requested in the primary and secondary criteria. Supporting factors enhance an event and are fundamental to the success or failure of an event bid.

In many cases, supporting factors are what set apart one bid from another. In a competitive bidding environment where bids are perceived to be equal in relation to the primary and secondary factors, the right to host the event is likely to be the result of a competitive advantage emanating from one or more of the supporting factors.

Supporting factors tend to make a strong connection with the event owner's emotions. The quality of these activities can have a strong bearing on the event owner's decision-making process because it is understood that they add value to the participants' overall experience during the event.

### **X-Factor**

The final ring is the X-factor; the 'bull's-eye' of event bidding, and it is the X-factor that all bids should be aiming to achieve. The X-factor can be defined as the one overwhelming factor that exceeds event rights holder expectations in terms of fit, resulting in a winning bid.

The X-factor can be found within either the primary, secondary criteria or as either a supporting factor or common success factor. For example, corporate support could be a requirement of the primary criteria, but the quality of the corporate support can have a great bearing on the bid outcome.

The X-factor is about exceeding the event owner's expectations as they are looking for a point of difference that sets a bid apart from the rest. One way the X-factor could exceed the event owner's expectations is by connecting with the event owner's emotions. Therefore, whether the X-factor comes from primary or secondary criteria or is a supporting factor it must make a strong emotional connection with the event owner. The purpose of the X-factor is to influence the objective selection process through the use of emotions. An example of this can be found at the highest levels of international sport: the 2008 Beijing Olympic Games were selected not just on their ability to meet criteria but also on emotional factors such as the will of the International Olympic Committee to host the Games in the biggest country of the world, one fifth of mankind.

While event bidders should aspire to achieving the X-factor that clearly gives their bid the competitive advantage over rivals, not all winning bids may have an X-factor. While many bids may meet event owner's expectations, few exceed them. Event bidders that seek the X-factor push the boundaries of event bidding and raise the stakes in terms of bid competitiveness. In order to stay competitive, event bidders must continuously be looking for ways in which to add value and to achieve the X-factor.

### **Stage 3: Bid Submission**

The bid submission stage commences when the bid collateral – bid document and supporting material – is submitted to the event owners. This can occur several months prior

to the bid presentation or in some cases can occur just prior to or during the presentation. In some situations, the event rights holder will conduct site visits of the bidding destinations. Once the bid collateral has been received, the event bidders may be invited to present their bid to the organizational decision-makers.

#### **Stage 4: Bid Presentation**

In most cases after the collateral has been sent, the bidders make a live presentation to the event owners. Presenting the bid is a crucial stage in the event bidding process. It is the last opportunity to influence the outcome of the bid. Therefore, the event bidders utilize the relationships that they have developed and nurtured leading up to and during the bid. They will continue to lobby those who have the ability to influence and make the final decision. Information gathering is still occurring through this stage in order to secure a competitive advantage over rival bidders.

Stage 4 culminates with the event bidder presenting its bid face-to-face to the event owner. With professional presentation skills, the event bidder addresses all the essential criteria that the event owners have requested. To add strength to the bid, the event bidder must present a number of supporting factors that add value to the event.

#### **Stage 5: Site Selection**

The final stage, site selection, commences after all bids have been presented. This decision can occur right at the end of the presentation, or it can come several months after the presentation. Once the successful event bidder has been informed, discussions regarding hosting rights take place, culminating in the signing of a contract. In some situations, the discussions can take several months before a contract for the hosting rights is signed.

---

### **COMMON SUCCESS FACTORS FOR WINNING EVENT BIDS**

---

Event bidding is not an exact science, as a combination of many factors contribute to the final outcome. However, research has identified a number of common success factors that show up regularly in winning bids.

#### **Meeting the Criteria**

Event owners have a number of strategic objectives that they hope to achieve through the event. These can be increasing participation, leaving a legacy in the form of infrastructure, gaining profile through television coverage, or raising awareness in the host community. Linked to these strategic objectives are criteria that the event owner has defined that will ensure a successful event. Therefore, it is not surprising that one of the most important success factors for winning event bids is fulfilling all of the requirements. Event owners make it clear about their requirements, and if they are not met, then a bid will surely fail.

#### **Adding Value**

The desired outcome of event bidding is to win, and, therefore, an event bidder must consider the event owner's aspirations for their event. These aspirations can be found in both their high level strategic documents and in the bid criteria. In considering these aspirations, the

event bidder must try to achieve the best fit between the event owner's specified criteria (conscious needs) and unspecified criteria (unconscious desires) and the event bidder's proposal, relative to other competing bids. In order to achieve the best fit in a highly competitive environment, the event bidder must be seeking ways in which to add value to the event. Added value achieves a competitive advantage over rival bidders. Just meeting the requirements as set out in the primary criteria is often not enough in a competitive bidding environment. Event bidders are adding value to primary criteria, resulting in enhancements to the outcome of the event.

Adding value should be a conscious process undertaken throughout all stages of the event bidding process in order to maintain a competitive advantage over rival bidders. It is through adding value that one is more likely to achieve the desired outcome of event bidding – best fit.

### **Government Support**

The common success factor, public sector support provides the best possible guarantee that the essential resources (government approvals and consents, funding, infrastructure) that are required for a successful event will be available, and that assurance can only be given by a supportive local government. Providing evidence of government support is important, as it provides the confidence that what is promised in the bid will be delivered, ensuring that the event will be run to the required standards. To instill this sense of confidence, it is essential to highlight this support in the bid collateral such as letters of support in the bid document and government representation at the bid presentation. Government support adds credibility to a bid and also provides the event owners with a level of comfort that there is a commitment to promise keeping related to the event.

### **Providing Evidence Of Your Ability To Deliver The Event**

It is important in your bid to provide evidence of your ability to deliver as this helps to instill the event owner with confidence that the outcomes of their event will be achieved. Ability to deliver the event consists of three common success factors:

- Essential event-related infrastructure, such as venues, transportation networks, accommodation, and funding
- Support of the host community
- Event management experience.

### **Event Related Infrastructure**

Infrastructure generally is comprised of the tangible bricks and mortar essential to the hosting of the event. Examples of infrastructure can include hotel accommodation, competition and training venues, medical facilities, transport (access to rental cars, taxis, public transportation), and transportation networks.

Meeting the minimal infrastructure requirements is a part of the screening process that event owners demand to ensure that standards of quality are reached. Infrastructure is therefore often included in the primary criteria set by the event owner. If event bidders cannot meet the infrastructure requirements set by the event owners, it is very unlikely that they will be able to progress in the event bidding process.

**Community Support**

An event is a short-term entity that regularly moves from one location to the next and 'imposes' itself upon the host community. The host community is often utilized for its resource of local knowledge, expertise, and volunteers. Like any guests, the event organizers need to feel welcome in order to function effectively. Therefore, event bidders use community support as a selling point so that the event owners can feel assured that competitors, officials, and spectators will be made to feel welcome, and an environment will be established in which the event will function effectively.

**Event Management Experience**

Event management experience of the event organizer is an important success factor. The nature of event bidding is such that event owners are reliant on professional event managers to organize events and deliver their associated outcomes. Confidence can be gained through presenting previous event management experience and evidence of a high level of expertise.

**Bid Enhancers**

The common success factor Bid Enhancers consists of those skills and resources that a successful bid team utilizes during the bid process that are deemed to enhance an event bid.

**Previous Bidding Experience**

Previous bidding experience is an important factor in bidding success. The more opportunity a bid team has in bidding for events, the greater the chance of success. Experience provides greater insights into the bidding process and an understanding of what is required to win.

**Partnerships**

Strong partnerships are an important factor in bid success. Partnerships can assist with compiling the bid, providing additional resources, providing bid advice and expertise, presenting the bid, and assistance with hosting the event. Event bidders are encouraged to have multiple partnerships while working on a bid. It is not uncommon to have airlines, local and central government agencies, local and regional tourism organizations, and other similar entities supporting the bid.

**Bid Leadership**

An important component of the bid team is the bid leader. Strong leadership is required in developing partnerships and managing the associated relationships and to pull the group together and make it work. Leadership is not only valued in setting the direction of the bid team but it also plays an important role in adding to the bidding team's credibility.

**Research**

Another success factor is the need to undertake basic research when bidding for an event. Conducting research is essential as it helps to really understand the nature of the bid process and what will win the bid. Research also assists with understanding the technical requirements of the bid, i.e. contractual obligations, infrastructure, television, media, and sponsorship.

Research can be as basic as asking a number of simple questions of the event owners in order to understand the essential criteria of the bid or in a more subtle way, speaking to those knowledgeable in the sport or activity who understand protocol and power bases. Research does not have to be formal but rather it is more likely to be an informal process that continues throughout the bid process.

### **Quality Information**

Bidding is a two-way communication process between the event bidder and the event owner. High quality information needs to be provided by the event bidder that concisely addressed the questions that are asked. The bid document is the most common medium in which quality information should be provided.

A professionally presented bid document is essential as it sends a message to the event owners that the event bidder is professional in its approach. This focus on quality information presented professionally instills the event owner with a degree of confidence. It conveys a message: if a bidder is organized well enough to provide relevant information in a professional manner, then they are more likely to deliver the event professionally, as well.

### **Figureheads**

Figureheads, such as political leaders or celebrities, are becoming frequently used as messengers to communicate and support bids. Figureheads often have a strong linkage with political support by adding credibility to an organization's bid and have the ability to influence the event owner.

### **Emotional Connection**

When bidding for events one must not assume that decision-makers are experts, or that they only use rational criteria for selection. International research provides examples of how emotional factors have come to influence what should be a rational decision-making process. In some bid situations, the attractiveness of the event location, to the decision-makers has clearly determined the final bid outcome. While event bidding is meant to be a structured and rational process, emotions play a large part in the final outcome.

### **Community Passion**

Closely aligned to community support, community passion is the host community's passion for a particular sport or event. While community passion on its own does not have a direct influence on the successful delivery of the event, it does lead to an effective environment providing for successful event staging. The ability of the bid team to be able to display the host community's passion for the event or game is often important. As a success factor, community passion can be presented in either its existing or potential state.

### **Relationships & Lobbying**

A lot of emphasis should be placed on relationships in the bidding process. The use of well-connected people in a bid is a common occurrence because of their ability to influence key decision makers and to collect vital information for the bid team. An informal aspect of event bidding is lobbying. A form of persuasion, lobbying is now recognized practice in event bidding. In some bids, the lobbying process starts long before a bid is even

submitted.

Lobbying, in some situations, is not allowed or frowned upon, and event bidders must therefore understand the varying protocols of each individual bid, as well as the need to look at what is acceptable – and not -- in terms of bid protocol.

---

## CONCLUSION

---

Event bidding is essentially a complex process of communication between key players: the event owner and the event bidder. The event owner has a number of criteria that they need fulfilled to ensure the success of their event. The event bidder must show that they can best fulfill these criteria relative to competitors – otherwise known as a state of “best fit.”

In order to reach a state of best fit in a highly competitive bidding situation, the event bidder must aim to exceed the specified and unspecified bid criteria relative to competitive event bids. This specified and unspecified bid criteria is represented as the five rings within the TSE Event Bidding Model.

In the event bidding process there exist a number of common success factors that help to win an event bid. These include:

- Meeting both the specified and unspecified criteria
- Continuously adding value to the bid and the event
- Providing evidence of government support
- Demonstrating the ability to deliver the event through infrastructure, community support and previous event management experience and expertise
- Previous experience at event bidding
- Developing strong partnerships and bid leadership
- Conducting research and providing quality information
- Having figureheads to front the bid
- Making an emotional connection with the decision makers
- Providing evidence of community passion for the event
- Developing strong relationships and lobbying the decision makers.

In conclusion event bidding is not an exact science whereby success can be guaranteed by following a set formula. It is a complex and confusing process where each new bid should be treated as being unique. While there are many variables that influence the bid outcome, the bidding process can be viewed in five stages, and there are several factors common to all successful event bids. This report has endeavored to simplify the bidding process and provide insights on how to ensure success.

**COMPARATIVE CITY ANALYSIS  
Sponsor/Membership Program**

	<b>MEMBERSHIP</b>	<b>SPONSORSHIP</b>
<b>CINCINNATI</b>	None	<p align="center"><b>\$500 annual</b></p> <ul style="list-style-type: none"> <li>• Serve on Board</li> <li>• Two social networking opportunities</li> <li>• Purchase “early bird” tickets</li> <li>• Individual name recognition on website</li> </ul>
<b>COLUMBUS</b>	None	<p align="center"><b>\$5,000 Board of Governor Position \$25,000 Executive Committee Position</b></p> <ul style="list-style-type: none"> <li>• Other corporate sponsorship packages are available from \$5,000 - \$100,000</li> <li>• Benefits are customized based on company interests</li> </ul>
<b>CLEVELAND</b>	None	<p align="center"><b>Bronze, Silver, Gold \$2,500; \$5,000; \$10,000</b></p> <ul style="list-style-type: none"> <li>• Only corporate packages available are “board member” packages. Board members must make an annual contribution at the aforementioned levels as well as purchase a table at the annual awards banquet.</li> <li>• GCSC gets \$25 per license plates sold for Cavs, Indians, Browns.</li> </ul>

<b>PHILADELPHIA</b>	None	None
---------------------	------	------

<b>BUFFALO</b>	Individual members – no membership fee	None
----------------	--	------

<b>MEMPHIS</b>	None	None
----------------	------	------

<b>DETROIT</b>	None	None
----------------	------	------

<b>CHICAGO</b>	None	<p><b>All-Star, MVP, Hall of Fame</b>  <b>\$5,000, \$10,000, \$25,000</b></p> <ul style="list-style-type: none"> <li>• Seat on executive committee (HOF)</li> <li>• Seat on board of directors</li> <li>• Seat on LOC's for major events</li> <li>• Logo placement on CSC website</li> <li>• Recognition in CSC publications and signage</li> <li>• Recognized in CSC e-newsletter</li> <li>• Co-promotional opportunities via social media</li> <li>• CSC welcome gift</li> <li>• Invitation to speakers series</li> <li>• Invitation to college hoops media day/luncheon</li> <li>• Tickets to Big 10 Men's Basketball Tournament</li> <li>• Invitation to CSC appreciation event</li> <li>• Invitations and discounts throughout year</li> <li>• First right of negotiation to sponsor CSC events</li> <li>• Opportunity to serve as service provider</li> <li>• Opportunity to host CSC Board/LOC meetings</li> <li>• Volunteer opportunities for employees</li> </ul>
----------------	------	--

<b>LOUISVILLE</b>	<p style="text-align: center;"><b>\$100 annual</b></p> <ul style="list-style-type: none"> <li>• Drawing for 2 ticket to Louisville Legends Open</li> <li>• Drawing for 2 tickets to Awards Banquet</li> <li>• 10% discount on LSC events</li> <li>• Volunteer opportunities</li> </ul>	<p style="text-align: center;"><b>MVP, All-American, Hall of Fame</b>  <b>Up to \$4,999; \$5,000-\$14,999; \$15,000 and above</b></p> <ul style="list-style-type: none"> <li>• No benefits – philanthropic donations</li> </ul> <p style="text-align: center;">If a company wants exposure, they are matched with an event that can be sponsored.</p>
-------------------	--	---

<b>NASHVILLE</b>	<p style="text-align: center;"><b>Bronze-\$30 annual</b></p> <ul style="list-style-type: none"> <li>• Discounted invitations to speakers series</li> <li>• 1 Comp ticket to Celebration of Champions</li> <li>• Invitation to NSC Annual “Locker Room” Mtg</li> <li>• Invitation to NSC networking events</li> <li>• Preferred volunteer opportunities</li> <li>• Voting rights for Sports Person of the Year</li> <li>• Subscription to biweekly NSC e-newsletter</li> <li>• Subscription to Bowl newsletter</li> <li>• Subscription to NSC publications</li> <li>• Recognition on NSC website</li> <li>• NSC membership gift</li> <li>• NSC membership badge</li> </ul> <p style="text-align: center;"><b>Silver-\$75 annual</b></p> <ul style="list-style-type: none"> <li>• 2 Comp tickets to Celebration of Champions</li> <li>• Exclusive ticket purchase for NSC events</li> </ul> <p style="text-align: center;"><b>Gold-\$150 annual</b></p> <ul style="list-style-type: none"> <li>• 1 Comp ticket to speakers series</li> </ul> <p style="text-align: center;"><b>Platinum-\$225 annual</b></p> <ul style="list-style-type: none"> <li>• 2 comp VIP tickets to Celebration of Champions</li> <li>• Highest individual member priority for ticket purchase opportunities</li> <li>• Exclusive meet-and-greet opportunities at NSC events</li> </ul>	<p style="text-align: center;"><b>Champs, Alliance, All-Conference, All-American, Team Captain, Legend</b>  <b>\$550, \$1,100, \$2,750, \$5,500</b>  <b>\$11,000, \$20,000</b></p> <ul style="list-style-type: none"> <li>• Comp tickets to speakers series</li> <li>• Priority seating status to purchase tickets</li> <li>• First rights of negotiation to sponsor NSC events</li> <li>• Invitation to NSC Annual “Locker Room” Mtg</li> <li>• Invitation to NSC networking events</li> <li>• Voting rights for Sports Person of the Year</li> <li>• Subscription to biweekly NSC e-newsletter</li> <li>• Subscription to Bowl newsletter</li> <li>• Subscription to NSC publications</li> <li>• Recognition in NSC publications and on website</li> <li>• NSC membership gift</li> </ul>
------------------	---	---

<b>ST. LOUIS</b>	<p style="text-align: center;"><b>\$250 annual</b></p> <ul style="list-style-type: none"> <li>• Invitation to four SC member events</li> <li>• Access to prime seats for SC events</li> <li>• Receive organizational correspondence</li> </ul> <p style="text-align: center;"><b>\$1,000 annual</b></p> <ul style="list-style-type: none"> <li>• 2 comp tickets to Musial Awards</li> <li>• 2 comp tickets to MVC men’s basketball tourney</li> <li>• Invitation to four SC member events</li> <li>• Access to prime seats for SC events</li> <li>• Access to purchase 2 tickets to MO/IU basketball</li> <li>• Recognition on SC website</li> <li>• Receive organizational correspondence</li> </ul>	<p style="text-align: center;"><b>Bronze, Silver, Gold</b> <b>\$5,000; \$10,000; \$25,000</b></p> <ul style="list-style-type: none"> <li>• 4 comp tickets to Musial Awards</li> <li>• 4 comp tickets to MVC men’s basketball tourney</li> <li>• Invitation to four SC member events</li> <li>• High priority access to prime seats for SC events</li> <li>• Access to purchase 4 tickets to MO/IU basketball</li> <li>• Company logo and link on SC website</li> <li>• Receive organizational correspondence</li> <li>• Significant role in SC efforts</li> </ul> <p><b>Additional Benefits for Gold and Silver</b></p> <ul style="list-style-type: none"> <li>• 4 comp mezzanine level tickets to MO/IU BB</li> <li>• Exclusive first priority access to prime seats for SC events</li> </ul>
------------------	---	--

<b>KANSAS CITY</b>	<p style="text-align: center;"><b>\$55 annual</b></p> <ul style="list-style-type: none"> <li>• Recognition on KCSC website</li> <li>• Subscription to newsletter and other materials</li> <li>• Advance notice of volunteer opportunities</li> <li>• Advance opportunity to purchase event tickets</li> <li>• Opportunity to attend KCSC member only events</li> <li>• Opportunity to purchase discounted tickets</li> </ul> <p style="text-align: center;"><b>\$100 annual</b></p> <ul style="list-style-type: none"> <li>• 2 comp tickets to NCAA DII football champ.</li> </ul> <p style="text-align: center;"><b>\$250 annual</b></p> <ul style="list-style-type: none"> <li>• 4 comp tickets to NCAA DII football champ.</li> <li>• 1 comp entry to KCSC run event</li> </ul> <p style="text-align: center;"><b>\$500 annual</b></p> <ul style="list-style-type: none"> <li>• 6 comp tickets to NCAA DII football champ.</li> <li>• 2 comp entry to KCSC run event</li> </ul>	<p><b>\$2,500, \$5,000, \$10,000, \$20,000 and \$50,000 levels</b></p> <p>Benefits are customized based on company interests</p> <ul style="list-style-type: none"> <li>• Sponsorships are available for individual events KCSC owns/operates</li> <li>• Board responsibility to “give or get” \$10,000 contribution to KCSC and make \$1,000 individual contribution</li> </ul>
--------------------	--	--

	<p style="text-align: center;"><b>\$1,000 annual</b></p> <ul style="list-style-type: none"> <li>• 8 comp tickets to NCAA DII football champ.</li> <li>• 2 comp entry to KCSC run event</li> <li>• 2 comp tickets to KCSC annual awards banquet</li> </ul>	
<p><b>INDIANAPOLIS</b></p>	<p style="text-align: center;"><b>Fan, MVP, All-Star, All-American, Champion, Hall of Fame, Legend</b></p> <p><b>\$50+, \$100+, \$250+, \$500+, \$1,000+, \$5,000+, \$10,000+</b></p> <ul style="list-style-type: none"> <li>• Advanced priority seating</li> <li>• Invitation to ISC Holiday Open House</li> <li>• Volunteer opportunities</li> <li>• Subscription to ISC e-newsletter</li> <li>• Recognition on ISC website</li> <li>• ISC membership gift</li> <li>• Comp tickets to events when available</li> <li>• Invitation to ISC locker room events</li> <li>• 2 tickets to M/W Big 10 Basketball</li> <li>• President’s Circle Annual Dinner with ISC</li> <li>• 2 tickets to Big 10 Football Championship</li> </ul>	<p style="text-align: center;"><b>Friend, VIP, Bronze, Silver, Gold, Corporate Champion</b></p> <p><b>\$750+, \$1,250+, \$2,000+, \$3,000+, \$5,000+, \$10,000+</b></p> <ul style="list-style-type: none"> <li>• 2 tickets to Big 10 Football Championship</li> <li>• All Session M/W Big 10 Basketball</li> <li>• Comp tickets when available</li> <li>• Advanced seating to national/international events</li> <li>• Invitation to ISC locker room lunches</li> <li>• ISC membership gift</li> <li>• Invitation to ISC Holiday Open House</li> <li>• Comp team in ISC Corporate Challenge</li> <li>• Volunteer opportunities for employees</li> <li>• Subscription to ISC e-newsletter</li> <li>• Recognition on ISC website</li> </ul>

**Sports Commission Analysis**

	Staff Size	Board Size	Executive Committee Size	Event Execution Support	Separate Foundation	Organized Volunteer Program	Sponsor Program (Corporate)	Individual Membership	Homegrown Events	NOTES
<b>Buffalo</b>	4	25	0	Yes	No	No	No	No	No	
<b>Chicago</b>	4	54	20	Yes	No	Yes	Yes	No	Yes	CSC Speakers Series
<b>Cincinnati</b>	1	47	21	No	No	No	Yes	No	Yes	Cincinnati Sports Professionals Network
<b>Columbus</b>	12	41	12	Yes	Yes	Yes	Yes	No	Yes	GCSC Sports Report
<b>Detroit</b>	4	CVB	CVB	No	No	Yes	No	No	Yes	DSC Prep Kick-Off Classic
<b>Louisville</b>	6	57	18	Yes	No	Yes	Yes	Yes	Yes	LSC Legends Open
<b>Memphis</b>	1	CVB	CVB	No	No	No	No	No	No	
<b>Philadelphia</b>	5	93	38	No	No	No	No	No	No	
<b>Cleveland</b>	13	75	17	Yes	No	Yes	Yes	No	Yes	Greater Cleveland Sports Awards
<b>Kansas City</b>	12	25	8	Yes	Yes	Yes	Yes	Yes	Yes	Kansas City Marathon
<b>Indianapolis</b>	25	40	15	Yes	No	Yes	Yes	Yes	Yes	ISC Corporate Challenge
<b>Nashville</b>	14	92	18	Yes	No	Yes	Yes	Yes	Yes	Music City Bowl
<b>St. Louis</b>	9	125	11	Yes	Yes	Yes	Yes	Yes	Yes	Musial Awards

**NOTE: Cleveland, Kansas City, Louisville and St. Louis have "young professionals" groups that operate as an additional functioning body within the organization.**

**Sports Commission Analysis**

	Tax Status	2013 Revenues	2013 Expenses	NOTES
Buffalo	501 (c) 3	NA	\$495,500	
Chicago	501 (c) 6			
Cincinnati	501 (c) 3	\$202,855	\$230,676	
Columbus	501 (c) 6	\$2,218,131	\$2,268,131	
GCSC Foundation	501 (c) 3	NA	NA	
Detroit	501 (c) 3	NA	NA	
Louisville	501 (c) 3	\$1,551,079	\$1,479,565	
Memphis	501 (c) 3	NA	NA	
Philadelphia	**			Not a separate organization but a division of CVB. CVB is 501 c 6 with a 501 c 3 charitable foundation.
Cleveland	501 (c) 3	\$5,547,468	\$5,542,946	
Kansas City	501 (c) 6	\$1,500,653	\$1,478,094	
KC Foundation	501 (c) 3	NA	NA	
Indianapolis	501 (c) 3	\$4,611,122	\$4,168,122	
Nashville	501 (c) 6			
St. Louis	501 (c) 6	\$676,901	\$854,723	
SLSC Foundation	501 (c) 3	NA	NA	