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THE SPORT FEDERATIONS' PERSPECTIVE

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Introduction

The governance of world sport is the responsibility of the International Olympic Committee (IOC) and international sport federations (IF) (see Chappelet and Kübler-Mabbott 2008, on the IOC, and Arcioni and Bayle 2012, on IFs). These bodies are also the owners of the largest events (Olympic Games for the IOC and world championships for the IFs), which form the heart of their economic model. Within this international system of private associative bodies, sport federations oversee the organisation, promotion, and development of one or more disciplines. Nevertheless, changes in their environment and sport's increased importance in society have led federations to diversify their activities into leisure sport and professional sport, and to organise new types of events.

A large majority of competitive sports events are organised by national federations (national governing bodies or NGBs) and their clubs. For example, through their network of clubs, France's two largest sport federations manage two million tennis matches and just over a million soccer matches every year. In Switzerland, sport federations and their clubs organise more than 20,000 sports events (Lamprecht *et al.* 2012). Nearly all these bodies are not-for-profit associations, the only exceptions being the professional clubs that exist in some sports. In Europe, these sports are basketball, soccer, ice hockey, rugby, and, with a slightly lesser degree of professionalism, handball and volleyball. In North America, the sports concerned are American football, soccer, baseball, basketball, and ice hockey. Bayle (2007) showed that sport organisations have a specific operating mode designed to meet objectives that are both contradictory (associative, commercial, public) and, paradoxically, complementary for their development. This hybrid operating mode leads to four major differences between sport organisations and other types of organisations (companies, public bodies): sport organisations have objectives that are society or societally based, rather than profit based; they have mixed sources of finance (commercial and non-commercial private finance, as well as direct and indirect public subsidies); they rely greatly on volunteer human resources; and they are subject to two tiers of regulation – supranational regulation, via their international and/or continental (e.g. UEFA for soccer) federation, and national regulation, via their country's system for organising sport. There is a large difference between individual and team sports. Elite-level team competitions are organised into national professional leagues, which may be under the supervision of the relevant federation, as in Europe, or not, as in North America. In individual sports, most elite-level competitions are international events, some of which are under the control of the IF (e.g. The Diamond League – IAAF) and some of which are not (e.g. PGA Tour – PGA).

Table 6.1 Statuses, roles, and challenges of event organisation for sport federations

<i>Status/Role- Challenge</i>	<i>Owner/organiser/ participant</i>	<i>Ditto but delegating the organisation</i>	<i>One-off organiser/ participant</i>	<i>Participant</i>
Roles of the federation	<ul style="list-style-type: none"> - Protect and organise the event - Optimise sporting results 	<ul style="list-style-type: none"> - Monitor the organiser - Optimise sporting results 	<ul style="list-style-type: none"> - Bring together public and private stakeholders in order to gain national coverage - Meet the specification 	Optimise assistance for sportspeople before, during, and after the event
Relations with the most important stakeholders	Internal organising committee	Organising committee	Event owner (reporting on the specification)	Elite athletes (national team) and their staff
Main challenges	<ul style="list-style-type: none"> - Durable and lucrative economic model - Exploit sporting results (in the media, socially, and economically) 	<ul style="list-style-type: none"> - Ensure the event is well organised - Obtain a substantial financial return - Exploit sporting results 	<ul style="list-style-type: none"> - Control the risks involved in organising an event of exceptional size - Exploit associated opportunities (renovation of sports facilities, links with the public, etc.) - Exploit sporting results 	Exploit sporting results

In this chapter, the term sport federation is used to refer to the network of bodies comprising the federation, including the IF, NGBs, and regional and, sometimes, infra-regional bodies, which are made up of clubs. As a rule, each level organises competitions; however, they may also be attributed, usually following a bidding process, the organisation of larger-scale competitions. For example, an NGB may be attributed the organisation of a world championship, and a regional body or club may organise a national championship. Hence, depending on the event, a sport federation can find itself in a variety of positions, including event owner/organiser, event owner who wholly or partially delegates the organisation of the event, non-owner/organiser (in the case of a continental or world championship), or simple participant, via the sportspeople representing the federation (e.g. Olympic Games). Naturally, the management approaches required will differ depending on the situation (innovate/control, delegate/promote, etc.). Table 6.1 summarises a federation's roles, relations with major stakeholders, and main challenges with respect to event organisation.

This chapter begins by describing the different categories of event federations may organise and those in which they may take part. This is followed by a theoretical analysis, based on the stakeholder approach, of how organising and participating in events impacts sport federation performance, evaluated with respect to the six dimensions of performance identified by Bayle (2000b) and to the way federations are steered. The final section presents issues and perspectives for future research into how event management affects sport federation performance.

Types of event and their impact on sport federation performance

The events organised by sport federations can be divided into four categories: recurring official competitions, recurring international events, major one-off competitions attributed to a federation (world or continental championships, etc.), and sport-for-all promotional events. Members

of the national team may participate in any of these four types of event, as well as in competitions that are not directly owned or organised by the federation (e.g. organised by a commercial body or by a foreign country).

Recurring official competitions

Recurring official competitions leading to the attribution of official titles (national or regional champion by category: men, women, youth, etc.) form the heart of a federation's activities. In some countries, the federation's monopoly over official competitions is guaranteed by law, thereby giving it two-fold protection – from the IF (which recognises only one federation in each country) and from the national legislator. Moreover, in some countries, any commercial event on the federation's calendar offering prizes exceeding a certain value must, by law, obtain prior approval from the federation.

Official competitions include both amateur and professional competitions, as well as competitions that allow for semi-professionalism or 'remunerated' amateurism (e.g., some women's elite club sports in Europe mix these three statuses, see Williams 2012, on women's football). Official competitions owned by a federation can be organised directly by the federation (e.g. by the federation's governing body) or attributed by a bidding process to bodies within the federation's network, in which case the chosen club or regional association usually creates an organising committee to apply the federation's specification.

Competitions in team sports include several stages of professionalisation (Bayle 2000a), although the federation does not necessarily play a driving role in the professionalisation process. Such sports are usually managed by a national professional league supervised by the federation (e.g. England's Premier League and France's Professional Football League, in soccer). The national league and NGB usually draw up a cooperation agreement (sometimes including financial compensation). The most common sources of conflict between an NGB and a league are the sporting calendar and the protection of the national team's sporting and economic interests. For example, in Europe, the conflict between national teams, managed by the NGBs, and professional clubs, managed by the leagues, has led to soccer federations compensating clubs whose players play for the national team and paying the players' injury insurance. In rugby union, New Zealand's NGB pays national team players a salary for a certain number of weeks of the year in order to guarantee the quality of their preparation. Conversely, in France, an intense battle has raged between the biggest clubs and the NGB in order to free players to prepare for major competitions (notably, the VI Nations Tournament and the World Cup).

Recurring international events

Major recurring events (generally, annual) may form part of an IF's calendar or a professional international circuit (e.g. Diamond League meetings in athletics, ATP and WTA tennis tournaments). Some such events belong to a federation for historic reasons (e.g. Grand Slam tennis tournaments such as the Australian Open and US Open); others were created in response to an opportunity and then recognised by the federation (Décathlon by the French Athletics Federation, Paris Grand Slam Judo Tournament by the French Judo Federation, etc.).

For a federation, it is essential to own a 'major recurring event' on which it can capitalise to promote the sport, build its image, obtain financial revenues (a profit), and create a pool of expertise in organising events. One of the best-known examples is the French Tennis Federation and Roland Garros (Bayle, 2009). President Chatrier (1972–1993) used Roland Garros, which was historically owned by the NGB, to build an economic and promotional model that would serve

the federation. The huge increase in television, sponsoring, and public relations revenues means that the event now has a turnover of around 160 million euros and produces a profit of 70 million euros. Every year since the early 1980s, a third of these profits has been given to the regional leagues to help them develop tennis and train future elite players. As a result of this economic model, nearly all of France's top tennis players since Yannick Noah have come through the NGB's system. In addition, these resources have given France a unique density of elite players (between 10 and 15 in the ATP top 100 every year for the last 30 years), which has allowed France to reach several finals of the Davis Cup (which they won in 1991, 1996, and 2001) and Fed Cup (won in 1997 and 2003). Hence, the economic model based round Roland Garros can be considered the foundation stone of the NGB's sporting performances and of one of the world's most sportingly and economically powerful NGBs, which boasts more than a million members, a budget of 180 million euros, and 350 staff.

Major one-off competitions

Major one-off competitions occur at different intervals, for example, every four years for the Olympic Games, Football World Cup, and European Football Championship; every two years for the World Championships in Athletics. In order to host a major one-off event, candidates usually have to enter a bid (see Chappellet 2006, and chapter 2 of this volume) and go through a selection procedure run as a competition between countries. An NGB may choose one or more cities with the required attributes to present its bid.

Such events will not return to the same host venue within a certain time period (e.g. 15–20 years) and are very large compared with the events traditionally organised by NGBs. This implies a specific form of management (legal independence of the federation, event often organised in partnership with public bodies: state, local authorities). Symbolically, the president of the federation is given the role of organising committee president.

In order to be awarded a major non-recurring competition, a federation must be able to demonstrate its ability to organise this type of event, sometimes as part of a wider strategy by the host country to attract major events. The interest of these very large events is that they can help structure and accelerate the construction and renovation of a country's sports facilities, and the development of the sport in question (Barget and Gouguet 2010). Countries that have adopted such strategies include Canada in 2008,¹ France from the mid-1990s, Great Britain from the 1990s (Robinson 2014), South Korea (Lee 2013), and Qatar since the early 2000s (Camy 2014). The issues of the country's image and economic and tourism benefits (Charrier and Jourdan 2009, Douillet 2010, Fourie and Santana-Gallego 2011) go far beyond the prism of the federation and its objectives.

Promotional sport-for-all events

Sport-for-all events, which may or may not be competitive, come in many forms, including promotional tournaments, beach tournaments, national festivals of sport, volunteers' festivals, sports nights, sport for health, and mass-participation events. They are sometimes organised to support a cause (e.g. natural disaster, children's charity, national cause, etc.) and their number is growing rapidly. Organised alone or in conjunction with public partners, non-governmental organisations (NGOs such as World Wildlife Fund and the Red Cross), charities, or sponsors, they are used to advertise and promote sport to new audiences or at specific moments. Examples include the UNICEF Geneva marathon and the French Rugby Federation's 'Beach Rugby Tour', held each summer since 2003. France's 'Fête Nationale du Mini Basket', created in 1994, is a series of

basketball events for 5- to 11-year-old children, organised by each regional basketball committee. Roland-Garros' children's charity day, founded in 1977 and originally called 'Benny-Berthet Day', has become a tradition at the tournament. Held on the Saturday afternoon before the tournament begins, the best players play a series of single-set exhibition matches in order to raise funds for a medical research charity. Entry is free for children under the age of seven. Profits are donated to charities. As another example, www.ecomanif-sport-ra.fr/ presents all the 'eco-sports events' in the Rhône-Alpes region of France, some of which are organised by federations and their clubs.

All of these events, whether they are organised by a federation or whether the federation is just a participant, affect the federation's performance in a number of domains.

The effects of events on the performance of federations

Several researchers have tried to identify ways of categorising and measuring the performance of sport federations (Madella 1998; Madella *et al.* 2005, Papadimitriou and Taylor 2000, Shilbury and Moore 2006, Winand *et al.* 2010). Madella (1998) included a federation's event organisation performance (defined in terms of its ability to organise events and generate revenues) as one of seven dimensions contributing to overall performance. The present chapter uses the approach developed by Bayle (2000a) to examine the effects of organising or participating in events in the four categories described in the previous section. Bayle used an analysis of the expectations of federations' stakeholders (athletes, managers, sports ministers, media, sponsors, etc.) to identify six types of performance – sporting, economic and financial, organisational, internal social, media, and societal – that contribute to a federation's overall performance. A federation's performance is not just the performance of the NGB, it is the performance of the entire federal system, that is, the network of decentralised and devolved regional associations that represent and unite a region's clubs.

Sporting performance

Sporting performance is defined as the number of members (clubs and registered players) belonging to a federation, and whether this number is growing or declining. It also includes the sporting results obtained by national teams at major competitions. The objective is to understand how the organisation of events by an NGB and the participation of the NGB's national teams in international competitions influences sporting performance, that is, the national teams' results and their influence on increasing participation in sport.

Research shows that organising events has an impact on the number of people participating in sport (for a summary see Barget and Gougnet 2010), and this dynamic is certainly greater when national teams do well in major competitions hosted by their country. Noteworthy examples of this include the success of Jean-Claude Killy and the Goitchel sisters at the 1968 Grenoble Winter Olympics, and the victories of the American ice hockey team, mostly composed of students, over the USSR at the 1980 Lake Placid Olympics, of Yannick Noah at Roland-Garros in 1983, of Carl Lewis at Los Angeles in 1984, of the South African rugby team in 1995, of the All Blacks in 2011, of Andy Murray at Wimbledon in 2013, and of British athletes at the 2012 London Olympics. As well as resulting in massive media coverage and impacting media and organisational performance, successes such as these may increase participation in the sports in question. However, several studies contest this point, most notably with respect to the development of sport in the UK following the London Olympics.² More generally, if NGBs and their clubs are to meet the extra demand to do their sport generated by a major event, they have to have sufficient facilities, qualified educators, managers, and clubs.

The SPLISS (Sports Policy Factors Leading to International Sporting Success 2008) model lists organising and participating in international competitions as the eighth pillar, out of nine, of a nation's sporting success. However, the link between the results obtained by elite athletes and their NGB's policy on elite sport is not clear. Is sporting success a result of the NGB's system (from detecting talent to providing sportspeople with assistance and career guidance) or of a system that is independent of the NGB? Particularly in individual sports, many elite sportspeople prepare their careers outside the federal system and are the product of private, commercial systems (tennis academies, golf academies, American university system, etc.), rather than an NGB's system.

Economic and financial performance

In team sports, some professional leagues contribute money to amateur sport, often via a levy on television rights for sports events involving the professional sport (in France, this levy is set by law at 5 percent and generates approximately 50 million euros) or on lotteries (0.36 percent for all games of chance except sports betting, and 1.8 percent of all sports bets placed with La Française des Jeux, i.e. approximately 230 million euros in 2013). In individual sports, the objective is to develop events that generate revenues and profits that can be re-injected into the federal system. Grand Slam tennis tournaments are an example of this, with Roland Garros helping to finance the FFT by federation. Conversely, the large profits made by the Tour de France are of no benefit to the French Cycling Federation because the event is owned by Amaury Sport Organisation, a private company with the same owners as L'Equipe, France's daily sports newspaper. The Tour de France is the world's third most popular spectator event after the Olympic Games and the soccer world cup, and has an estimated turnover of 150 million euros.³

Organisational performance

Organising events is both a way to improve an NGB's professionalism (constraints, specification to draw up/follow, etc.) and a risk factor (ability to manage key factors in an event's success). Although organising events can help increase professionalism, NGBs often find it difficult to capitalise on the expertise they gain by managing competitions (due to the use of volunteers, the modest size of NGBs, a weak culture of formalizing processes, heterogeneous and fragile professionalisation, etc.). The professionalisation of a sport federation can be defined as a "process in which amateurism recedes to make way for greater rationalisation, efficiency, and project-based management. This professionalisation does not necessarily mean employing paid staff" (Chan-telat, 2001, 7). Research shows that the increased professionalism resulting from organising events can have five major consequences:

- 1 rationalisation of work processes leading to a bureaucratisation process;
- 2 change in governance methods;
- 3 transformation of objectives and organisational values;
- 4 creation of conflicts between paid staff and volunteers; and
- 5 impact on performance management.

A study of Canadian NGBs by Thibault *et al.* (1991) showed that hiring professional staff increases levels of specialisation and formalisation by modifying an organisation's structural arrangements. As typological approaches have shown, this leads to changes in their organisational structure (e.g. Kikulis *et al.* 1989, Thibault *et al.* 1991, Theodoraki and Henry 1994). This

evolution is characterised by a process of bureaucratisation (e.g. Slack 1985, Bernardeau-Moreau 2004). Arcioni and Bayle (2012) and Kikulis (2000) showed that organisational governance can be affected by the way the professionalisation process is conducted and the political role sometimes played by the federation's CEO or executive director.

Numerous studies of NGBs developing by developed countries have found that professionalisation leads to the transformation of objectives and organisational values (e.g. Thibault 1991, Horch 1994, 2001), which generates paradoxes for the bodies concerned (Koski and Heikkala 1998). For this reason, this type of organisation, in which a volunteer culture is deeply institutionalised, often resists professionalisation, as the risk of cultural deinstitutionalisation can generate serious conflicts between paid staff and volunteers (Amis *et al.* 1995, Cuskelly *et al.* 1999).

Professionalisation can also have an impact on how NGBs manage performance (Bayle and Robinson 2007). Welch (1994) showed that paid staff seek to satisfy elected volunteers, sometimes to the detriment of efficiency and effectiveness. A review of the literature shows how sport organisations try to optimise efficiency and effectiveness through better managerial practices, and improve the way they function through professionalisation. In this context, change and performance are interesting dependent variables. Future research should consider change and performance as two means for leveraging the professionalisation processes and, more generally, the management of the risks associated with event organisation.

Internal social performance

Internal social performance can be defined as the quality of the social climate within an organisation, that is, the absence of conflicts and the quality of human relations. Social climate is an extremely important variable for organisations such as sport federations, which promote humanist values. Is organising events an opportunity to develop a greater feeling of belonging among an NGB's stakeholders (managers, sportspeople, volunteers, paid staff)? This question touches on the issues of organisational culture and the specificity of human resources management (Taylor and McGraw 2006). Running competitions often means calling upon large numbers of volunteers (see Chapter 4 in this volume); therefore, organising events is an opportunity for developing volunteer-staff collaboration and attracting (and keeping?) volunteers (Ferrand and Chanavat 2006). More generally, organising sports events is an opportunity for giving life to the concept of a federation as a family, providing a symbol around which different members of the federation (managers, sportspeople, referees, etc.) can be brought together. National and international championships can be associated with general assemblies, meetings, training courses, etc. They can also provide occasions for uniting the 'federation family' at a festive event.

Media performance

Publicising events (via the organiser, sportspeople and their television partners, websites, and sponsors) can raise the profile and improve the image of an NGB, especially if the NGB's elite athletes, its central product, shine at the event. And it can have the same effect on the sport itself, which is something very different. This double effect can increase the popularity of the sport, thereby attracting new participants (if the federation has the facilities to welcome them), sponsors, and partners. Conversely, major competitions (world championships and Olympic Games) can generate terrible publicity if an NGB's athletes perform disastrously or behave in ways the public consider inappropriate, as was the case for France's soccer team at the 2010 World Cup in South Africa (the 'Knysna affair', in which a strike by players was

very quickly followed by the team's elimination from the competition). The reduction in the number of registered players and the withdrawal of certain sponsors led the French soccer team's and the FFF's current sponsors to impose a barometer of the French team's image⁴ (Mignon 2010).

Societal performance

Societal performance mostly refers to the social, economic, and environmental impact of organising events. Since the publication of the IOC's Agenda 21 in 1999, and sports bodies' increased focus on sustainable development, the organisation of and participation in sports events has had to be seen to be responsible. Societal criteria also provide alternative ways for NGBs to evaluate their performance: carbon footprint, social footprint, and new tools such as a sport's 'societal panorama' (see Bayle and François 2011 on the use of these tools by NGBs) and Switzerland's 'event scorecard' (Clivaz 2006). Dovergne and Desbordes (2013) and Bayle *et al.* (2011) showed that events are the main medium through which NGBs can demonstrate their social responsibility; therefore, measuring their success in this domain is essential in order to assess their societal performance. For example, in 2009, only 1 out of 100 federations (Union of the Federation of Lay Works in Physical Education or UFOLEP) measured its carbon footprint. This figure had increased to 15 by 2011. In France, UFOLEP introduced an evaluation tool called 'environmental self-diagnosis for responsible events' (Adere⁵), based on the ASSER (actions and solutions for eco-responsible events⁶) method. UFOLEP's efforts to promote its practices throughout its network have resulted in four 'departmental' committees calculating their carbon footprints. The ISO 20121 international standard, introduced at the time of the London Olympics, also provides a useful framework for event organisers such as sport federations.

Hence, events are key elements in a sport federation's performance. The next section examines research issues and perspectives associated with events and the management of sport federation performance.

Research issues and perspectives associated with events and the management of federations' performances

Very little research has explicitly examined the links between event organisation and sport federations. In most cases, events belonging to federations (e.g. world championships, international circuits) have been analysed independently of their owners' strategies, so relatively little is known about the issues involved and the ways in which events are organised and exploited. In addition, the numerous studies investigating strategy, organisation, structures, and professionalisation, mostly carried out by Trevor Slack and colleagues, do not directly examine this issue; rather, they use organisation theory to look at NGBs' capacity (e.g. origins, forms, and consequences) to implement organisational change (Kikulis *et al.* 1992, Slack and Hinings 1992, Thibault *et al.* 1991, 1992, 1993, and 1994 on Canadian NGBs; Amis *et al.* 1995 on structural conflicts in these organisations; Cousens and Slack 2005 on organisational change in professional leagues in North America; O'Brien and Slack 2003 on English rugby union). Given the paucity of previous research, the present chapter focuses on the link between events and performance management by sport NGBs. Identifying NGBs' roles and challenges with respect to events (Table 6.1) reveals five research questions that appear to have been largely overlooked in the literature.

The strategic management of a federation's event portfolio

The organisation of and/or participation in the four types of event identified above provide an insight into what federations hope to achieve when they build dedicated events strategies. Future research into how events portfolios are built up and how event management is optimised needs to go much further than previous work, which has mostly taken the form of manuals or guides to managing sport event projects (e.g. Desbordes and Falgoux 2007). Given the wide range of events federations can organise, depending on their level in the hierarchy (international, national, or regional federation), the strategic mix of events federations choose is a rich field for research. Maltese (2009) applied the resource-based view to sports events, and this seems to be a promising approach for analysing the criteria that govern the success of event-based business models. As Guieu *et al.* (2010) noted, resource theory is now one of the most frequently applied theories in the field of strategic management, and has allowed the development of a variety of approaches to explore fundamental concepts such as knowledge and competences. Of particular note are the Knowledge-Based View, presented in a special issue of the *Strategic Management Journal* edited by Spender and Grant (1996); the Dynamic Capabilities approach, originally proposed by Teece *et al.* (1997) and then updated by Teece (2007); and Competence-Based Management, first advocated by Hamel and Prahalad (1989) and reprised by Sanchez and Heene in numerous books and articles. Maltese and Veran (2009) applied this approach to sports events, such as some ATP tennis tournaments, which do not belong to a sport federation.

Organisational approach as a function of the type of event

Another key issue in strategic management is how the organisation of an event should be approached. Federations can organise events internally, or they can partly or completely delegate the organisation to a third party. Which of these options is the least risky may differ according to the type of event. The 'right' way of managing national delegations is also an interesting question that should shed light on the conditions needed to promote sporting success. These questions implicitly raise the issue of the professionalisation of the organisation of such events, as well as the larger issue of risk management (managing legal matters, tax issues, control systems, insurance, etc.), especially in the case of very large and 'one-off' events for NGBs that are not used to managing this type of event (Leopkey and Parent 2009a, 2009b).

Social (societal) responsibility and sports events

Sustainable development is a key issue for most events. As noted above, some events have labelled themselves eco-events, eco-responsible, or socially responsible (serving a cause). In order to appear responsible in the eyes of their stakeholders and the general public, sport federations must take into account sustainable development when organising events, especially in the case of very large and very important events. In addition, sport can be a vehicle for promoting changes in people's behaviours. To date, few researchers have examined the question of the efficacy of such event strategies in terms of changing behaviours among target groups (sportspeople, spectators, staff, etc.), producing economic benefits, and building a positive image (Babiak and Wolfe 2006). This question can also be associated with the growing body of research into 'responsible' event sponsoring (Maltese 2011) and consumer impact (Lee and Ferreira 2011). These approaches may also be associated with wider theories encompassing cause-related marketing, as pioneered by Varadarajan and Menon (1988).

Measuring and exploiting benefits

Since Baade's seminal work, sports economists have intensively researched the economic benefits to be gained from very large sports events (see Barget and Gougnet 2010, for a summary). In contrast, less work has been done to determine the social and societal benefits arising from these events, which are more difficult to measure even using qualitative approaches (but see the work and tools developed in the field of societal performance). Internally, the exploitation of benefits is related to associative sport organisations' capacities for organisational learning (Koenig 1997) and professionalisation (Chantelat 2001); externally, it is related to the legacy left to the host region (Preuss 2007) and to the social capital that may be generated by the largest events, organised by international federations (Misener and Mason 2006).

Learning capacity

Organising events provides NGBs with an opportunity to develop their strategic and organisational learning capacity, and to create a virtuous circle around the six types of performance. Understanding this learning dynamic opens interesting research perspectives in terms of strategic analysis, organisational behaviour, and partnership dynamics.

Senge (1990) defined a learning organisation as an organisation that learns from its experience and extracts benefits from the competences it acquires. Hence, knowledge management and transmission is a central element in federations' event management expertise. The IOC's Olympic Games Knowledge Management (OGKM) program allows future Olympic host cities to benefit from the latest knowledge and experience gained by recent Games' hosts.⁷ Although the IOC set up the OGKM program during preparations for the 2000 Sydney Games, very few sport federations have followed its lead.

Conclusion

This chapter shows that events are a key element in the management of sport federation performance. Based on an event's status, and the roles and challenges it involves for sport federations, sport events can be classified into four types: recurring official competitions, recurring international events, major, one-off events attributed following a bidding process (world or continental championships), and promotional sport-for-all events. An NGB's position with respect to the organisation of an event can also differ, as the NGB can be the event owner/organiser, an owner who partly or entirely delegates the organisation; a non-owner organiser (in the case of world or continental championships); or a simple participant via the sportspeople representing the NGB. Naturally, these different positions result in different approaches to event management. The stakeholder approach can be used to analyse the impact organising and participating in events has on the performance of sport federations and their management. Finally, as relatively few studies have investigated the links between events and sport federation performance, I have outlined five possible avenues for future research into how events can contribute to sport federation performance: strategic management of a federation's events portfolio, organisational approaches as a function of the type of event, social (societal) responsibility, measuring and exploiting benefits, and learning capacity.

Suggested readings

Bayle, E., Chappelet, J.-L., François, A., and Maltese, L. (2011) *Sport et RSE. Vers un management responsable?*, Bruxelles: De Boeck Editions.

- Fritz, P., Waller, S., Trendafilova, F., and LeQuez S. (2012) 'Social accountability and responsibility in sport: An examination of the national collegiate athletic association', *Sport Science Review*, 10: 111–135. doi: 10.2478/v10237-011-0050-7
- Leopkey, B. and Parent, M. M. (2009) 'Risk management strategies by stakeholders in Canadian major sporting events', *Event Management*, 13: 153–170.

Notes

- 1 www.pch.gc.ca/fra/1358347824597/1358348020029
- 2 See www.playthegame.org/news/detailed/mega-events-do-not-have-a-trickle-down-effect-on-sports-participation-5691.html
- 3 www.economiamatin.fr/tout-en-chiffres/item/5312-caravane-tour-de-france-etapes-business
- 4 Every month since the summer of 2010, Kantar Média carries out an opinion poll for the FFF in order to assess the public's image of 'Les Bleus'. Although the results of this survey are not intended for publication, L'Equipe managed to obtain a copy. The French team is rated out of 10. If their rating is between 5 and 6.5, their sponsors pay their usual rates. If this rating drops below 5 (in 2010 it was 2.01!), the FFF reimburses some of the sponsors' money. However, if their rating is above 6.5, the sponsors pay the FFF a bonus.
- 5 www.evenementresponsable.org
- 6 www.3-0.fr/actu/La-Methode-ASSER
- 7 www.olympic.org/news/ogkm-tirer-les-lecons-de-l-experience-acquise/170562

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