

RUSHMANS BRIEFING

THE LATEST INTERNATIONAL NEWS FROM RUSHMANS
WWW.RUSHMANS.COM

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INTERNATIONAL SPORTS EVENT MANAGEMENT '05

RUSHMANS IS TO PRESENT A MAJOR INTERNATIONAL SPORTS EVENT MANAGEMENT CONFERENCE IN LONDON IN JUNE.



International Sports Event Management '05 follows on from the success of the inaugural International Sports Security Summit and will deliver two days of must-see keynote speakers, panels sessions and intensive workshops designed to deliver information and practical assistance to event management professionals in sport. International Sports Event Management '05 will dissect a

typical international sports event and examine the key components in detail.

Planned sessions will include:

- Bidding for events
- Budgeting
- Latest approaches to event planning
- Creating an event management team
- Tendering and contracting services

- Implementation of merchandising programme
- Interfacing with sponsors
- Marketing
- Media facility provision and management
- Security
- Ticketing
- Temporary Facilities
- Replay Screens
- Audio Systems
- Logistics
- Transport and accommodation planning
- Sport travel and tours
- Hospitality
- Advertising

Conference details will appear at a new website
www.eventmanagement05.com

international sports event management



RUSHMANS BRIEFING

has been produced for senior executives in sport and events to provoke and provide a forum for high-level discussion of the many complex issues facing those involved in hosting, planning and managing major events around the world. If you would like to contribute or voice an opinion, contact us at info@rushmans.com

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INTERNATIONAL SPORTS SECURITY SUMMIT IDENTIFIES KEY CONCERNS

Sports governing bodies and organising committees remain reluctant to allocate sufficient budget to security, despite the increased threat of terrorist attack and crowd-related security issues.

A poll of delegates to the inaugural International Sports Security Summit revealed that even though security has risen to the top of sports agenda, organisers often have to be pressured into translating their stated concerns over security into allocating cash to instigate leading-edge security programmes.

Inadequate budgets were the most pressing concern for the security specialists, event managers, police and security force officers who attended the London conference. They also listed operational sensitivities between police forces and other security groups, lack of clarity over responsibility for security and the need to improve co-ordination between stakeholders as major issues.

Research carried out by SportBusiness Group underscores estimates, which put global spend on sports security at more than \$2 billion in the last year. While the

massive spend on the Olympic Games will have boosted the figure, it remains clear evidence of the increasing importance of security issues within event management.

Conference speaker Ben Van Deventer, director of the South African Police Service who has been responsible for security at events including the Cricket World Cup and Rugby World Cup, said:

"The findings of the poll don't surprise me. It is often the case that while organisers say they understand the paramount importance of ensuring security at their events, they are not quite so willing to translate their concern into a cash commitment."

"That is not to suggest that they are in any way lacking in concern or their duty of care. It is simply that the real cost of planning, adopting and instigating leading-edge security solutions can come of something of a surprise and there is often resistance."

Nigel Rushman, managing director of Rushmans which presented the conference, said that in his experience of organising committees around the world, considerable efforts were being made to keep up with the pace of change in event security.

"Cost is an issue of course but organisers are increasingly investing in the expertise of consultants whose involvement allows true security costs to be identified at the beginning of the planning process not as an afterthought. Reluctance to fund security measures is often the

result of inflexible budgets, which are initially set on the basis of poor or outdated information. Thankfully this situation is changing as organising committees become more sophisticated and better informed." The two day International Sports Security Summit attracted 160 delegates from 21 countries to London's Queen Elizabeth II Conference Centre. The organisers are currently in discussion about venues for the 2005 event and an announcement will be made as soon as possible.



Above Harvey Schiller and Ben Van Deventer, speaking at ISSS 2004

ICC CRICKET WORLD CUP WEST INDIES 2007 APPOINTS RUSHMANS

Rushmans has been appointed to provide event management, security, accreditation, media management and volunteer services for the ICC Cricket World Cup 2007, to be staged at eight host venues throughout the West Indies.

Rushmans, who also handled media management and accreditation for the 2003 Cricket World Cup in South Africa, has been involved in the Windies World Cup through its role with the Venue Assessment Team, responsible for assessing and making recommendations regarding the venues which will

host CWC 2007 matches.

According to managing director Nigel Rushman, the continuity developed will play a critical role in ensuring the success of the operations, which are central to the success of the tournament.

He said: "Having worked with the ICC on the last two Cricket World Cups and other tournaments, we have developed a close and positive working relationship which makes the decision making processes associated with setting up and running a major event management project more streamlined and efficient."

"By identifying media and media provision as central issues and

involving Rushmans from the initial stages of planning, the ICC CWC West Indies Inc. has demonstrated its appreciation of the complexities of major event management. It will allow us to identify and overcome any obstacles and work with the considerable experience and talent available in the Caribbean region to ensure that Cricket World Cup 2007 is the most successful to date."

Chief Operating Officer for CWC 2007, Donald Lockerbie stated;

"The Rushmans Team has been a core reason why our planning phase has made such tremendous progress in the last year towards meeting the goals of our Master Plan. Their continued role will help

to ensure implementation of that Master Plan is just as successful."

Rushmans has become the world's most experienced provider of accreditation and media services to major events and has developed to provide security and other event management services.

The company's projects also include the Rugby World Cups of 1991, 1995 and 1999, Euro '96, the CAF African Cup of Nations, World Student Games as well as many globally critical political and diplomatic events.

Further information available at: www.rushmans.com

EVOLVING NEWS ACCESS ISSUES DEMAND DISCUSSION

Should non-rights holding broadcasters be allowed to screen highlights of major sports events free of charge as a matter of principle under the guise of 'news access', or should they be expected to pay for the privilege?



It's a question which has hovered over sports for almost as long as I can remember and was raised again during the early days of Euro 2004 when a group of broadcasters complained that they were being excluded from news access arrangements which were available to members of the European Broadcasting Union – which held the live action rights.

At a time of unparalleled access to the widest range of media outlets the question might seem redundant. It is difficult for any broadcaster to claim that viewers are being robbed of the ability to follow a tournament through news access highlights when a change of channel would allow them to feast from a menu of live action, highlights, backgrounders, interviews. Indeed, those broadcasters which do invest in rights packages are generally so eager to maximise their value that they are occasionally accused of overkill.

That is certainly the situation in Western Europe, North America and the major markets of Asia. To date, the governing bodies responsible for the world's sports championships, The FIFA World Cup, The Olympic Games and UEFA European Nations Championships have insisted that coverage is available on Free-To-Air

television, ensuring that everybody with access to a set has access to the action without paying a fee.

While the spread of digital television and access to the multi-channel universe will inevitably lead governing bodies and their agents to explore the possibility of maximising revenues by placing at least part of their inventory in pay TV packages, for the time being there is no exclusion and the cries of non-rights holders ring a little hollow.

In many respects the issues surrounding free 'news access' reflect the stature, history and commercial circumstances of individual events.

Indeed, despite frequent references to news access rules – and even 'laws' there is no legislation or even a formal code. Instead there are a series of informal agreements and guidelines and many of these have become outdated because they were drawn up in an earlier media age, before the proliferation of 24 hour TV news channels. The internet, of course, raises further issues.

In the UK, Sky Sports' massive investment in the rights to screen the FA Premier League remains a major driver of subscription revenue. Consequently, every time the BBC shows credited goals highlights to a peak time weekend audience of, say, 10 million, it must have some promotional impact. In short, news access is helping sell subscriptions.

Those governing bodies which are anxious to provide the maximum exposure for sponsors are equally anxious to ensure the widest possible exposure and, consequently, anxious to allow news access. This is particularly true in some motor sports where the addition of news viewing figures to those for live events has caused a little uncertainty in the market. Adding news

viewership is a sure fire way to make the geographic coverage and overall viewership of an event more impressive even though the viewers' experience of and relationship with the event may be quite different.

Willingness to grant carte blanche free news access is often a reflection of the commercial maturity of an event. Those that need the coverage to promote sponsors or the event itself will say yes, while those which have already achieved a strong global profile are inevitably more concerned about maintaining the value of the rights for their broadcast partners. More often than not, that means doing everything possible to guarantee exclusivity.

As media managers for many world events, Rushmans has frequently been at the centre of issues of news access, both as consultants to federations and rights owners while planning an event and often policing agreements through the control of access.

In line with our established interest in and with entirely independent position on this issue, Rushmans plan to host a round-table involving broadcasters, federations and representatives of other interested parties.

The round table will examine the current thinking and best practice on news access and the impact which the changing broadcast environment will have in the future. The fruits of the discussions will be published in future issues of Rushmans Briefings and will, hopefully, introduce some clarity to a complex issue.

As I would like the widest possible range of views to be represented in those discussions, please don't hesitate to mail your comments and observations to me, Nigel Rushman. nrushman@rushmans.com

ISSS WEB RELAUNCH FOR 2005

The International Sports Security Summit website at www.sportssecuritysummit.com is to be re-launched as a 24/7 online forum for the global sports security community.

Building on the success of the inaugural summit, held in London this autumn, the site will provide news, information and a forum for the exchange of information among security professionals.

The site, which will re-launch in the New Year will be presented by Rushmans and will include weekly-updated news service drawn from SportBusiness International. This will include news from the sports security sector and more general topics of interest including new and planned events and the policy of sports federations toward allocating and organising events.

"COMPANIES OPERATING WITHIN OR SUPPLYING THE SECTOR ARE INVITED TO SUBMIT PRESS RELEASES AND OTHER INFORMATION FOR PUBLICATION TO A CLOSELY TARGETED COMMUNITY WHICH INCLUDES MANY OF THE WORLD'S ACKNOWLEDGED EXPERTS IN MAJOR EVENT SECURITY."

The site will also be used to canvas opinion and garner suggestions, which will help shape the programme for the International Sports Security Summit '05.



RUSHMANS INTRODUCES LEADING EDGE PLANNING PROCESS TO EVENTS SECTOR

Rushmans has agreed a partnership with Group Partners to introduce leading-edge business planning and strategy development techniques to the planning and execution of major events.

Group Partners have pioneered Progressive Framework Methodology, which has now been used by some of the world's most progressive and powerful brands to make their businesses more effective and successful.

Progressive Framework Methodology is a technique, which has evolved over some 20 years. In the simplest terms it is used to plot the journey an organisation must make to reach its self-declared goals, identifying every possible hurdle and developing strategies for overcoming them.

The final route is represented in a unique graphic, which plots every step of the journey. Yet, explains Nigel Rushman, Progressive Framework Methodology is about more than producing a project

planning document. "The process employed by Group Partners is based on inclusion and discussion. Senior executives and major stakeholders play a role in ensuring the successful outcome and the process is structured to ensure that each stage in the journey is based on the buy-in of all the parties involved."

"The outcome is a highly visual framework which everybody involved in senior management has bought into. The nature of the process is conducive to building senior-level co-operation and collaboration and that's particularly important in planning and staging major events where, typically, a large group of people is brought together for the first time to work on a hugely complex, multi-faceted project."

"The process ensures the forensic attention to detail in identifying difficulties and developing solutions based on consensus. That consensus means that everybody involved takes equal ownership of and responsibility for the programme which emerges."



COMMAND AND CONTROL

Rushmans has added a sophisticated new dimension to its major event planning and control capability as sector-exclusive licensee for deploying the world's most-respected planning, command and control software systems.



The computer-based Special Operations Planning Contingency and Real Time Command & Control System, is currently in use with police and security agencies around the world.

Rushmans will introduce the system to major sports events and to the political events arena where the company has developed considerable expertise in recent years.

The system is used to plan, instigate and control security operations at the highest level and represents an invaluable resource in the live events field. The system allows event organisers to plan for a range of security contingencies and to efficiently deploy and control resources to tackle live incidents.

It integrates maps, site plans, video footage and procedure plans to create a high quality visual representation of a specific area. By overlaying incoming data about a security incident – from CCTV, staff and other sources - controllers in command posts are able to manage a

security incident as it unfolds and deploy resources accordingly. An audit log of decisions is recorded on the system. This information may be used to debrief staff and for tabletop training.

The system is well established at the biennial Farnborough Air Show and at London's Millennium Dome where Police carried out the largest search operation ever conducted in Europe. It was also used to generate counter-terrorist contingency plans for the Opening Night, attended by UK Prime Minister Tony Blair and the Royal Family.

It has also proved its value in the sports context. It was used to control sports events and concerts at Wembley Stadium and was the key software used to plan and manage the Commonwealth Games held in Manchester. Continuous development and upgrading has ensured that it is an invaluable tool in today's ever more challenging event security environment. Please contact us for further info at www.rushmans.com