

Managing Human Resources in Sport Events: the importance of people as a marketing concept

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OBJECTIVES OF MY PRESENTATION

- ❖ Make known the importance of having an efficient staff.
- ❖ Define the profiles for the different positions.
- ❖ Offer advice for future sports managers in this field.
- ❖ Transmit enthusiasm and experience in the management of people.

SPORT EVENTS

- ❖ London Olympic Games 2012
- ❖ Vuela Ciclista Spain 2010
- ❖ Final Davis Cup 2009 (Barcelona) (Marbella, Murcia, Madrid, Logroño)
- ❖ Mutua Madrileña Madrid Open
- ❖ Sony Ericsson Championships
- ❖ EuroBasket 07
- ❖ Final Davis Cup 2004 (Sevilla)
- ❖ Nations Senior Cup 2005 (Marbella)
- ❖ Masters Ladies Madrid Golf (2007-2009)
- ❖ Masters Senior Comunidad Madrid



PREVIOUS TO THE EVENT

1. We work with people that have:

- ❖ Different personalities
- ❖ Different interests
- ❖ Different cultures
- ❖ Different ages
- ❖ Profiles of various studies

2. Would he or she really like to work?

3. Important Goal

- ❖ To create a team that will attend and respond with high quality to all the needs of the organization of the event.
- ❖ To know the needs and profiles of the workers according to each department.



WHY ARE VOLUNTEERS SO IMPORTANT

- ❖ They represent the major number of human resources to manage.
- ❖ They are a corporate image of the event.
- ❖ In several sports events they are determined by some positions: for example public entrance to the stadium.
- ❖ They permit to diminish costs for the organization of the event.



A SINGULAR CASE STUDY: MUTUA MADRID OPEN



RECRUITING VOLUNTEERS

- ❖ Web/ Social Media
- ❖ Press: newspapers, radio, television
- ❖ Friends
- ❖ Experience in previous years
- ❖ European Universities
- ❖ Local Universities
- ❖ Internships students (sport management studies) in GB Consulting
- ❖ Completing an application form.
- ❖ One general meeting.
- ❖ First selection of the best.
- ❖ Interviews in small groups.



- ❖ General training.
- ❖ Specific training.

Objectives of the training:

- ❖ Volunteers team.
- ❖ Development attitudes.
- ❖ Basic knowledge of security.
- ❖ Get in touch with the person responsible of the department.



REWARDS

- ❖ Official accreditation of the tournament.
- ❖ Four daily entrance from Saturday until Thursday.
- ❖ Lunch or dinner.
- ❖ Complete uniform.
- ❖ Certificate signed by the director of volunteers and director of the tournament.
- ❖ The chance of taking part in one of the most important sport events in Spain.



HOW DO WE KEEP THEM MOTIVATED?

- ❖ Quality management GB Consulting.
- ❖ Working together.
- ❖ Permanent attendance before, during and after the tournament. LOYALTY
- ❖ They have a specific lounge to stay, to rest and to meet.
- ❖ Photos with tennis players.
- ❖ “Volunteer of the day”.
- ❖ Dinner and final volunteer festival.
- ❖ The chance of repeating the experience in the next edition.
- ❖ Obtain a job in the tournament.



GB CONSULTING STUDENTS WORKING

- ❖ Operations Department.
- ❖ Commercial Department.
- ❖ Sales Department.
- ❖ Marketing Department.
- ❖ Other positions



COMPETENCIES

“The individuals’ essential feature that causes efficiency at the workplace”.
McClelland (1973)

“Competence is a group of observable behaviors, which are causally related with an excellent or good development of a specific job within a particular organization”. (Marín; Pereda, 2001)

“The European Foundation Quality Management, the European Quality model (Rotger, 1997) also highlights the importance of the competencies development in human resources management”.



COMPONENTS

Want to do it
motivation



Ability to do it
methods and resources



**TO BE
COMPETENT**

To be there
attitudes, interests



Know
knowledge

Know how
abilities, skills

COMPETENCIES AND BEHAVIOURS

- ❖ Learning
- ❖ Flexibility
- ❖ Communication
- ❖ Ability to work under pressure
- ❖ Personnel development
- ❖ Technical knowledge
- ❖ Leadership
- ❖ Planning/Organization
- ❖ Collaboration
- ❖ Team work



