

The 20th EASM conference **Sport between business and civil society**



MASTER STUDENT SEMINAR – PROGRAMME

The 20th conference of the
European Association for Sport Management (EASM)
Aalborg • Denmark 14 - 18 September 2012

Welcome to Aalborg

It is an honour to welcome you to the 20th Conference of the European Association for Sport Management – Aalborg 2012.

As chair of the 20th edition of the yearly EASM conference, I am very honoured to bring this conference to Aalborg, Denmark, for the first time. Following great conference venues and cities like Turin, Amsterdam, Prague and Madrid, we, as organisers, knew that bringing this conference to Aalborg would be a very important event for the city and especially for the University College of Northern Denmark as host.

Since the EASM board approved Aalborg as the host of the conference, our partners and UCN have done a lot of work to plan this 20th EASM conference. Therefore, we thank our partners; The Danish Institute for Sports Studies/Play the Game, the Danish Ministry of Culture, Team Denmark, and the Municipality of Aalborg.

The theme of this year's conference 'Sport Between Business and Civil Society' aims to put focus on the special features of the Scandinavian way of organising sport and how to include it as a vital part of society. As an example of one of the main sport management areas we want to highlight at this conference, we have included a professional programme called 'Play



*Per Justesen,
director, associate professor,
UCN Sport Management
Chair of the 20th EASM Conference*

the Game', which focuses on the governance related aspects of sports.

Sport management is a fairly new academic field in Denmark and therefore, UCN Sport Management sees the 20th EASM Conference as a great opportunity to brand sport management as an integrated part of business and society.

I hope that you all will enjoy a week of fruitful academic and social experiences and that this 20th EASM Conference will be a memorable event for you, for the University College of Northern Denmark, and for the city of Aalborg.

Welcome to the Master Student Seminar of the 20th EASM Conference

It is with great pleasure that we welcome you to the annual Master Student Seminar of the EASM Conference.

This is the first time that the EASM Conference and the Master Student Seminar are held here in Aalborg and we feel very privileged to have such a big sport management event here in our great city. In Aalborg as in the rest of Denmark, sport management is becoming a more and more recognised academic discipline and the need for sport management professionals is increasing due to a growing Danish sport sector.

Within this Danish sport sector we have found three interesting cases that form the Management Game of this Master Student Seminar. Furthermore, we have brought in keynote speakers for each day, who will present key aspects and challenges of the contemporary world of sport management. Besides the academic element in the Master Student Seminar,



*Henrik Toft, assistant professor,
UCN Sport Management
Host of the EASM Master Student Seminar*

each participant will also be a part of various social activities where the focus will be on experiencing Aalborg and the city's surroundings plus different sports related sites in and near Aalborg.

We are looking forward to four days of a great mix of academic and social activities that, hopefully, will present Denmark and the city of Aalborg in a great way. So hopefully, you will have a fantastic stay here in Aalborg and a great experience by participating in 20th EASM Conference and in the Master Student Seminar.

THE 20th EASM CONFERENCE - MASTER STUDENT SEMINAR PROGRAMME

Friday 14 September, 16:00-23:00: Arrivals and registration (Nørresundby Idrætscenter/Nørresundby Sport Centre)				
TIME	Saturday 15 September	Sunday 16 September	Monday 17 September	Tuesday 18 September
07:00-08:00	Breakfast	Breakfast	Breakfast	Breakfast
08:00-09:00				
09:00-09:30	Welcome	Workshop	Workshop	Completing the workshop
09:30-10:00				
10:00-10:30	Team building exercise by Niels Rossing Nygaard	Keynote: Klaus Frejo Increasing customer experience and venue revenue – through the use of service management and transformation economy	Keynote: Jens Sejer Andersen - Reforming sport: A point of no return?	1st. Presentations of case work
10:30-11:00				
11:00-11:30				
11:30-12:00				
12:00-12:30	Lunch	Lunch	Lunch	Lunch
12:30-13:00				
13:00-13:30	Keynote: Henrik Brandt & Trygve Laub - Overview of the Danish Sport Sector	Visit to sport facilities in Aalborg:	Workshop	Feedback to groups
13:30-14:00				
14:00-14:30				
14:30-15:00	Break	Tour at Aalborg Stadium Aalborg Athletics Facility Nordkraft	Social activity Visit to PWA World Cup Windsurfing venue - "Cold Hawaii"	Completing the workshop
15:00-15:30	Introduction to EASM: EASM Alumni president Gaby Dijkstra			
15:30-16:00	Introduction to 'The management game'			
16:00-16:30	Workshop	Football match at Aalborg Stadium	Social activity Visit to PWA World Cup Windsurfing venue - "Cold Hawaii"	Final session in plenum
16:30-17:00				
17:00-17:30				
17:30-18:00				
18:00-18:30	Dinner	Dinner	Social activity Sightseeing in Aalborg	Social activity
18:30-19:00				
19:00-19:30	Visit to The Tower of Aalborg	Social activity An evening of relaxation in swimming and wellness facilities	Social activity Visit to PWA World Cup Windsurfing venue - "Cold Hawaii"	Opening Ceremony, EASM: Utzon Center Aalborg
19:30-20:00				
20:00-21:00				
21:00-22:00				
22:00-23:00				

The venue

As location for the 2012 EASM Master Student Seminar, we have chosen Nørresundby Sport Centre, which is a multi-facility venue, perfect for this seminar.

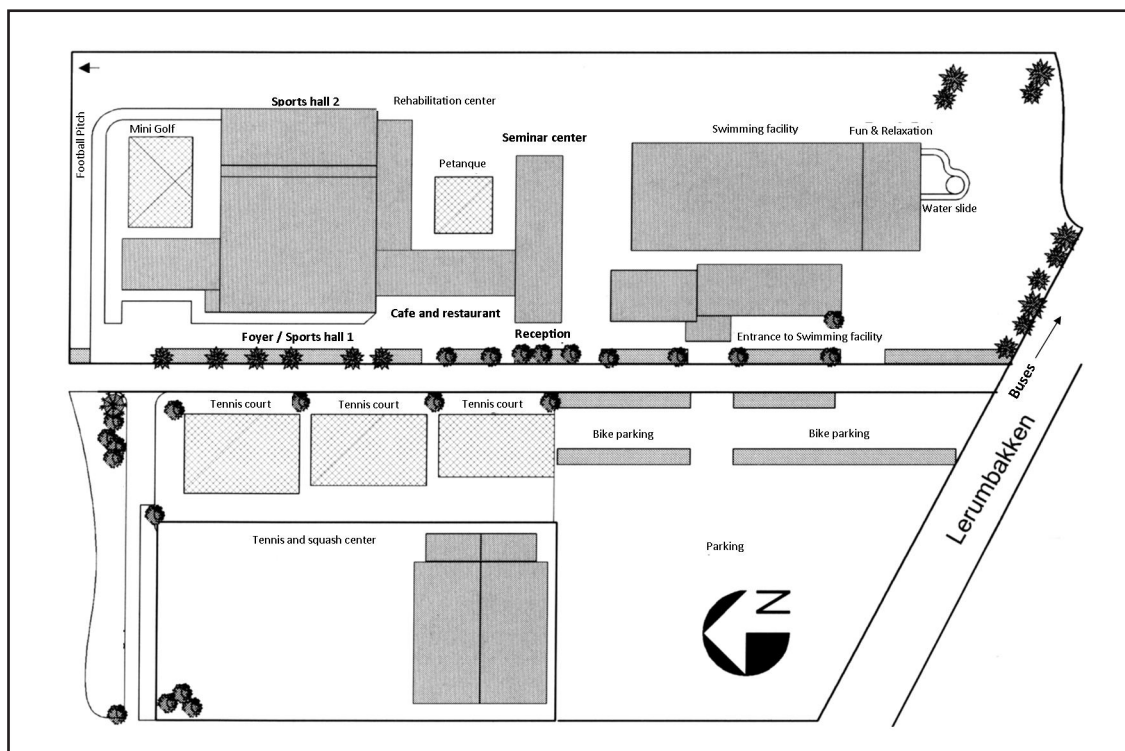
These facilities at the Nørresundby Sport Centre cover everything the participants will need during the seminar. Bedrooms, restaurant, café, study rooms and larger rooms for sessions in plenum are all placed under the same roof.

These areas include Wi-Fi, AV-equipment including TV and projectors, small kitchens and tables, chairs and sofas for group work and/or relaxation. Further, this venue also makes it possible for participants to do

sports while they are here in Aalborg.

The sports centre and its surroundings contain different routes for running, a swimming facility, a gymnasium, tennis and squash courts, and a few other sports related facilities. This will hopefully create the ideal conditions for the EASM Student Seminar participants.

Nørresundby Sport Centre is situated 3 km or approximately a 15 minute walk from the city centre of Aalborg. There are different bus lines between Nørresundby and Aalborg that the participants of the Master Student Seminar can use free of charge while being here in Aalborg.



Floorplan

Keynote speakers at the seminar

'Introduction to the Danish sports sector and its main challenges'



*Trygve Buch Laub,
analyst at the Danish
Institute for Sports Studies*



*Henrik Brandt,
director at the Danish
Institute for Sports Studies*

SATURDAY 15. SEPT. 13:00-14:30

The Danish sports sector is undergoing a rapid transformation with the traditional voluntary sector being challenged by professionalisation, commercialisation and new expectations toward the role of sport in society. This creates an extremely vibrant sector with high complexity, and ever increasing number of stakeholders, and a huge need for good sports management.

The director of the Danish Institute for Sports Studies, Henrik H. Brandt, will take you through some of the current challenges of the sector and its main actors, while analyst Trygve Buch Laub will showcase the rapid development of sports participation in Denmark with the use of surveys dating from 1964 to the latest national survey in 2011.

Increasing customer experience and venue revenue – through the use of service management and transformation economy



*Klaus Frejo,
associated professor and
head of Center for Sport
Management at UCN
Act2Learn*

SUNDAY 16. SEPT. 10:30-12:00

Venue managers are increasingly dependent on the ability to create great customer experiences and customer transformations.

Great experiences and great service creates loyal customers and transforms guests in to loyal fans that are willing to pay more for the use of the facilities. For the venue manager the strategic aim is to increase the customer experience and thereby also the subjective experienced value for the customer. This will make the customer willing to pay more for using the facilities.

The aim is then to achieve this at a lower cost than the customer is paying, thus increasing the margin for profit. A customer transformation could be in the form of transforming an individual from an occasional participant at sport events to a passionate fan that will participate at all games. Or it could be transforming the occasional user of the fitness facilities to a fitness and health expert, which uses the fitness centre several times a week. To achieve this, the manager must have an intimate understanding of the theories behind strategic service management, experience, - and transformation economy – and how these theories can be put in to practice.

Reforming sport: A point of no return?



*Jens Sejer Andersen,
journalist and international
director of Play the Game
and the Danish Institute for
Sports Studies*

MONDAY 17. SEPT. 11:00-12:00

Each day sports managers play a crucial role in tackling the global challenges that go with contemporary sport.

Which challenges will be dominant in the near future, and what can the individual sports manager do about them? The international director of Play the Game, Jens Sejer Andersen, has followed international sports politics for two decades and gives his opinion.

15 years ago Jens Sejer Andersen founded Play the Game, an internationally operating initiative aiming to strengthen the basic ethical values of sport and encourage democracy, transparency and freedom of expression in sport. Since then, he has been in charge of seven Play the Game conferences and was a founding member of the board for Idan from 2004 until its merger with Play the Game in 2011.

Andersen is an author of and contributor to various books and articles. He also often appears as an expert source in sport politics.



Themes for 2012 EASM Master Student Seminar

The academic content of the seminar has been structured around three local cases for which the students have been challenged to come up with new and creative solutions. The best presentations will be selected for the final presentation at the main conference at a session scheduled for Thursday 16:30-18:00.

Three themes

The three themes of the 2012 EASM Master Student Seminar are:

- Club Management
- Event Management
- Sport Development in Society

Theoretical sport management disciplines such as marketing, strategy, governance, communication, economics, law and other subjects are included in all the main themes.

Below is a brief description of each specific case.

Club Management:

AaB – The strategic Route Forward

This case represents the market of Danish football clubs and focuses on the characteristics, trends, and issues surrounding 'Aalborg Boldspilklub', one of the leading Danish super league clubs (better known as AaB).

The purpose of the case study is to develop a strategy which outlines how the club can prosper in the near future by analysing the club's past, present and future. The groundwork for strategic management will be the focal point of this case.

Event Management Case:

Cold Hawaii - from deserted beach to World Cup Venue

How did the locals in a remote Danish community manage to transform Klitmøller, a small fishing village located in Northern Jutland, from a windy beach to a famous surf location?

Known as Cold Hawaii, this remote area has recently become a part of the Professional Windsurfing Association (PWA) World Tour. Based on a historical introduction to Cold Hawaii, the master students get the opportunity to work with some of the past and future challenges surrounding this event.

Sport Development in Society:

Recreational Running – the challenges of a traditional athletic club in a changing market

Local sports associations in Denmark have a solid tradition for engaging the population in sport and physical activity as most Danes are, or have been, a member of a sports association. However, the 'sports market' is changing rapidly, and the local associations are being challenged by other ways of organising sports activities, i.e. running as a training or recreational activity without being affiliated to a local sports association or running organised by commercial players.

Based on an introduction to the Danish sport-for-all model and the present challenges that local sports associations face in reaching various market segments, the aim of the case is to devise a strategy for the recruitment and maintenance of members in the Aalborg Athletic Club.

The Management Game - how does it work?

The following outline of the process of the Management Game will give you as a participant at the Master Student Seminar an idea of what is expected from you.

The content

In relation to the content of the Management Game, each student will be a part of a group which corresponds to the case the student chose when registering for the Master Student Seminar. The three cases are:

- Club Management: AaB – The strategic route forward
- Event Management Case: Cold Hawaii – from deserted beach to World Cup venue
- Sport Development in Society: Recreational running – the challenges of a traditional athletic club in a changing market

The process

The practical process of working with the cases at the Master Student Seminar is divided into two different stages.

In stage one, starting Saturday and ending Tuesday before lunch, each group will be introduced to the chosen case and afterwards the group will work on ideas and solutions to overcome the challenges presented in these cases.

The product each group should prepare for Tuesday at the end of stage one is a document of 2-3 written pages which complements an oral presentation (approx. 10 minutes) each group has to make.

The document must be handed in Tuesday at 10:30, and the presentation will take place afterwards. After these presentations, the seminar organisers and the tutors will choose the best presentation from each case based on their written and oral work. *In stage two*, running from Tuesday after lunch until the presentation at the main conference, all students from each case area will work on the presentations that were chosen as the best in their area.



The groups will receive feedback and ideas from the other students which can be used to help them deliver the best possible case presentations at the Main Conference.

These presentations should last between 15-20 minutes and each group does not necessarily have to provide a complementary document here, as was required for the first presentation.

Selection of the winner presentation

After these presentations have been concluded at the main conference, the evaluation board will select the best presentation and the students in this group are the winners of the 20th EASM Master Student Seminar Management Game. The final winner will be announced at the farewell reception on Friday.

Team building - SATURDAY, 15. SEPTEMBER, 10:00-12:00

On the first day of the Master Student Seminar Niels Rossing, assistant professor at Aalborg University, will lead a team building session. At the university, Niels primarily teaches in ball games, talent development and sport psychology. He is also an external sports psychology consultant for Team Denmark.

Introduction (5-10 min). The purpose of the session.

Part one: Communication and ball games. We make communication strategies and see how they work.

Part two: Roles and ball games. Specific roles will be given - and it will be fun and maybe also a learning experience.

Part three: If extra available time, ball games and innovation (rule setting as we go)

Workshops during the main conference

(at UCN Mylius Erichsens Vej)

How to get your first sport management job?

WEDNESDAY 19. SEPT. 11:00-12:30

Gerco van Dalftsen, Program Coordinator at Hanze University of Applied Sciences Groningen and EASM Secretary General.

After graduating from sport management nowadays it is more difficult to find your first job. During the workshop you gain advice from a professional, an academic and practical perspective about what to do and what not to do in getting your first job in sport management. The session is not a one-way PowerPoint presentation but includes also interactive parts. Next to receiving valuable information this is your first step in building your personal network.

Social Media in Sports, winning!

THURSDAY 20. SEPT. 14:30-16:00

Gaby Dijkstra, Sportmarketeer at Erasmus Sport and EASM Alumni president.

The Social Media workshop will be and informative and interactive. For beginners in social media but also for students who already work with social media as part of their marketing strategy. Best practices will be shared.

Examples of famous sports clubs, sports brands and athletes who use Twitter and Facebook successfully to interact with their fans and gain commitment, do's and don'ts are shown and hands-on tips will be covered.

Contact information

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Photo: Michael Damsgaard/VisitAalborg

Social Activities

SATURDAY, 15. SEPTEMBER, 20:00-

Aalborg Tower

Enjoy a breathtaking view of Aalborg and the North Jutland landscape - 105 meters over the Limfjord. An incredible panorama! Enjoy refreshment with a view at the Tower Bistro

Aalborg tower is a modern viewing tower that represents a popular attraction for people of all ages. It was built in 1933 and is 55 metres high. It provides spectacular views over the North Jylland countryside and the Limfjord to the north of the city. The tower has a kiosk and a café/restaurant. The perfect place to come on a fine day, when views extend as far west as the North Sea and as far east as the Kattegat.

We will meet in front of Nørresundby Idrætscenter after dinner at 20.00 and go by bus to the tower (remember to bring your free pass for the bus).

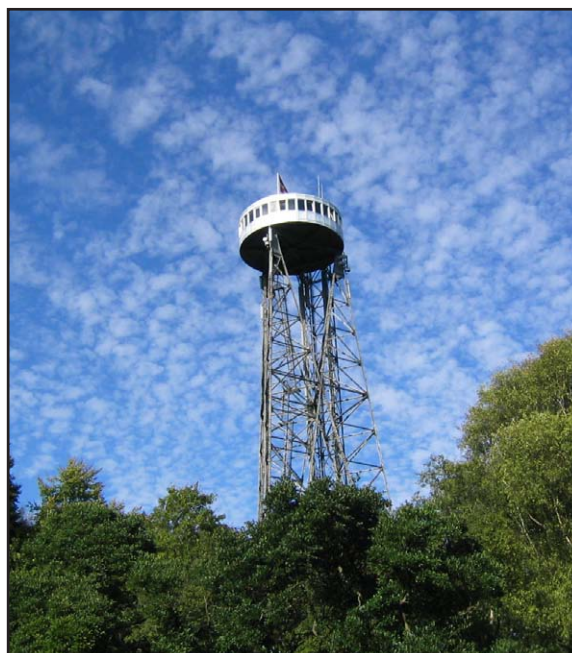


Photo: Michael Damsgaard/VisitAalborg

SUNDAY, 16 SEPTEMBER, 13:00-19:30

Stadium tour followed by AaB v. Randers FC football match

Nordjyske Arena is part of the Aalborg Sports Centre complex and home of one of the leading Scandinavian football clubs, AaB. The stadium has a capacity of 13,797, of which 8,997 is seated. For international matches the capacity is 10,500.

Aalborg Stadium was built in 1920. In 1962 the stadium was rebuilt following a devastating fire in 1960. The venue was rebuilt again in the winter of 1994/1995, and in the spring of 2002 the stadium underwent its biggest transformation into a venue of

international standard. The venue has hosted several matches in the UEFA Champions League and also hosted several matches during the UEFA U/21 Championships in Denmark in 2011.

Following a sale of the naming rights, Aalborg Stadium was renamed Energi Nord Arena in 2007 and changed name again to Nordjyske Arena in March 2012.

After the stadium tour, we will watch the local derby of Northern Jutland between AaB and Randers FC. Both clubs currently rank among the best teams in the Danish Super League. Kickoff: 17:00.

We will meet in front of Nørresundby Sport Centre at 13.00 and return for dinner at 19.30. (Remember to bring your free pass for the bus).

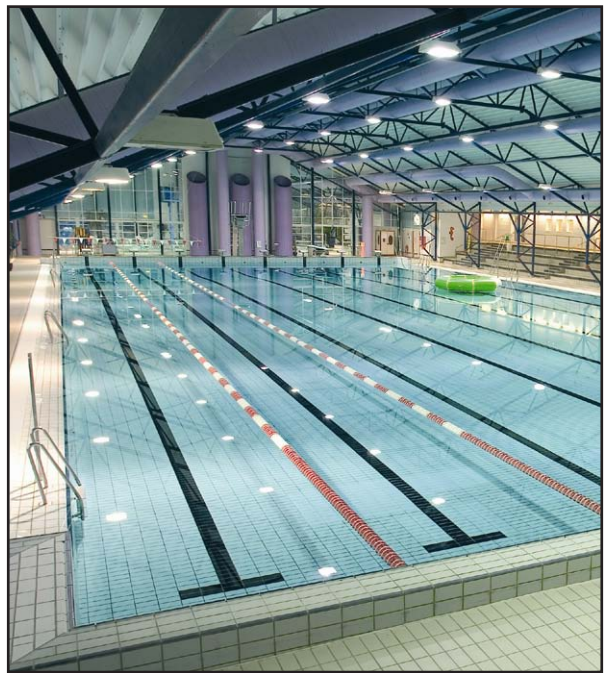


SUNDAY, 16 SEPTEMBER, 21:00-
'Relaxation evening' -
Nørresundby Sports Centre

Svømmeland in Nørresundby Sports Centre is a swimming facility where people in all ages can enjoy themselves by playing, relaxing and exercising. There are eight different pools with temperatures ranging from 12 to 35 degrees. The center has five different types of saunas (also outdoor), jacuzzi, gym and a café with healthy food and drinks.

The organisers of the Master Student Seminar have arranged a 'relaxation evening', in which all the seminar participants will be able to enjoy all the swimming and wellness facilities.

We will meet at the swimming bath at 21:00 (do not forget to bring swimsuit and towel).



MONDAY, 17 SEPTEMBER, 15:30-
Cold Hawaii
and the PWA World Cup

Klitmøller used to be a small fishing village, but windy ways and curving ways have transformed the town into one of Europe's premier windsurfing destinations, known colloquially as 'Cold Hawaii'.

There are optimum conditions for the special discipline Wave Performance in windsurfing and surfing. The city has been hosting the Danish championships in Wave Performance since 1990s and the European Championship in 1996 and World Cup in 1998. Klitmøller will host again the PWA World Cup on September 13-19, 2010. A relatively new sport kite surfing has also brought many surfers from Denmark and abroad to Klitmøller, where the wind is often strong and the waves are big.

PWA World Cup

Cold Hawaii PWA World Cup consists of 48 of the World's best male windsurfers, all of whom compete for important points and the title as World Champion in the discipline 'Wave Performance'. The event is a part of the Professional World Cup that is a series of competitions held world-wide. The professional World Cup is the ultimate in windsurfing and ranks higher than the World Championship.

All top names and at least four of Denmark's best windsurfers, of whom two come from Klitmøller, will compete in the event. Danish Kenneth Danielsen will most likely finish in top ten.



Photo: Cold Hawaii

PWA World Cup in 2011

Klitmøller is an obvious choice to hold a World Cup in windsurfing. The area in and around Klitmøller has been the centre for windsurfing in Denmark and the most of northern Europe for the last 20 years.

We will meet in front of Nørresundby Sport Centre at 15.30 and return in the evening. We will have dinner at 'Cold Hawaii'.

How to get there...

Nørresundby Sport Centre (Nørresundby Idrætscenter) is located at Lerumbakken 11, 9400 Nørresundby. The distance from the Sport Centre to Aalborg city centre is only 3km, to the airport 6,5 km and to the conference venue 8km.

There are two buses going from the city centre to Nørresundby Sport Centre: Line 17 (get off at the bus stop called 'Skansevej v/Lerumbakke') and line 1 (get off at the bus stop called 'Østergade v/Lerumbakken'). See more in the information letter.

EASM

AALBORG CITY MAP - Nørresundby Idrætscenter

Nørresundby Idrætscenter
Lerumbakken 11,
9400 Nørresundby

Aalborg Airport

Railway Station
John F. Kennedys
Plads 3

EASM 2012

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HOME FOR THE BUSINESS QUESTIONS IN SPORT

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Hosts:



Co-organisers:



Main partners:



TEAM DANMARK

Local partner:



Partners, Master Student Seminar:

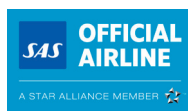


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