



# Logistical management of iconic sporting events

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## Abstract

There are many potential complications and challenges involved in organizing iconic sporting events. Crowd numbers can be problematic, local weather can be random, and the host site may not be prepared to handle the supplementary demands that are faced. Logistics managers need to identify some of the coordination challenges of event planning such as *inter alia*, the need to schedule carefully timed event delivery and comply with strict legal and customer requirements, and this while coordinating events with a large number of constituents. There is thus inordinate stress, energy, and much activity surrounding an event. Logistics plans have to be guaranteed and events reliably hosted.

Cycling, off-road mountain bike racing and road running events are fast becoming popular (and in many cases with previously disadvantaged groups a form of income), to the extent that per-capita participation exceeds traditional sports such as soccer, cricket, rugby and netball. Despite the high cost of acquiring equipment, entrance/registration fees, transport to and accommodation at the events, and the considerable time needed to prepare and partake in these events (ABSA Cape Epic, 2015), competitor-numbers continue to increase in South Africa, in line with international events, possibly enhanced through TV coverage. Extensive interviews using semi-structured questions were conducted with the organisers of five mega sports events in and around Cape Town, author-participation in some of the events, and on-site visits and discussions with competitors at the events formed the research methodology on which this paper is based. The major findings of the research reveal the huge and diversified nature of the organisation of these iconic events.

**Key words:** management, iconic-events, mega-events, organisation, sport, sport-equipment

## Introduction

Every year in South Africa more than 700 cycle events take place; either road races, one-day mountain bike races, or multi-stage mountain bike events. Cycling is currently more popular internationally (Carmout, 2008:101) and more than any other sport in South Africa, and draws more competitors than even golf (RSG; Geldsake/Moneyweb, 2016), but cyclists do experience sometimes horrific accidents (Thompson & Rivara, 2001: 2007) such that studies have been conducted pertaining to the nature of cycle-injuries (Naude, 2013; Shepard, 2015). It is a sport for all ages, shapes and sizes, but can be very expensive if the competitor wishes to avail of the latest technology of shock-absorbers, light-weight carbon fibre frames, electronic gear-shifts, adjustable saddles, and different wheel sizes with a special glue to repair punctures by injecting directly into the tyre (ABSA Cape Epic, 2014), if the cyclist is not using solid rubber tyres: these sophisticated cycles can cost up to R150 000.00 (RSG, Geldsake/Moneyweb, 2016). Cycling is also very time-consuming: the average Epic competitor has been mountain-biking for eight years,



and 49% of participants began their cycling careers in road-races before converting to mountain biking. In addition, 72% of participants followed a prescribed training programme (sometimes over-training or riding too long (Brcic, 2016), with the average focused preparation time 5.5 months, 12 hours per week peaking at 19 hours per week (Steyn, Spencer, Gonzales & Swart, 2016). The management of events considered in this article, termed iconic (or hall-mark, mega) sport-events the function of which Gladden, McDonald and Barr (1998:328) define as the 'administration, coordination, and evaluation of any type of event related to sport', where the 'levels of professional management and the importance of customer (the competitor) service' are important shared characteristics (Gladden et al., 1998:328). Because of the dramatic growth in sport event management, 'sport management/marketing' organisations have recognised the profit potential in sport property, which Gladden et al. (1998:329) note could be 'a person, company, event, team or place'. Gratton, Preuss and Liu (2015:46-47) found that an event legacy 'as used by the IOC, captures the value of sports facilities and public improvements that are turned over to communities or sports organisations after the (for example) Olympic Games'. These authors list as the legacy any funds remaining after the event used to up-lift communities, the facilities and venues used during the event, urban renewal, improved public welfare, charity donations, and the promotion of tourism. Polley (2015:59) records that the IOC awarded the 2012 Games to London because of that City's commitment 'to the future through legacy: both the hard legacy of infrastructure and facilities and the soft legacy of increased participation in physical activity'.

There are specific tasks involved in managing, whether they apply to a multi-Rand business empire, a family-run travel agency or a sporting event of whatever size. The basic management tasks are planning, organising, leading and controlling, supported by numerous 'other activities such as coordinating, delegating, communicating, motivating, disciplining, decision making and negotiating' (Bresler, 2005:164). While these tasks do not have to follow a specific order, nor that all have to be evident in an organisation as they are integrated in the management function, logic and understanding will guide the organisers in their task, and these functions are evident in the various events which are the subject of this article. Nel (2007:172) concurs that management is 'the process of co-ordinating an organisation's human and physical resources so as to achieve its goals', and is 'constantly making decisions, co-ordinating, delegating, communicating, motivating and interacting with people'. Barr and Hums (1998:21-27) noted almost 20 years ago that the function of any sport organiser was 'to organize and work with the most important asset in their organization: people', and that the logistical arrangements being made are to satisfy the participant.

The sport management/marketing organisations referred to above could take the form of a:

- 'full-service agency' which will perform all the management tasks already described on behalf of their clients, being athletes, TV businesses, or sporting events (the Cape Epic and two Oceans are examples of this type of agency).
- 'specialised agency' which perform specific functions on behalf of their clients, for example arranging sponsorship or hospitality services (Stillwater Sports), and
- 'in-house agencies' which could be a specific department in an organisation; the Business Unit under the RCS Sport to manage the Giro D' Italia (Ruta, 2015:32) to, for example, handle the production of an event brochure (Gladden et al., 1998:330-331).

Ruta (2015:29) notes that '(S)ports events generate wealth, work, and well-being, and improve the life of the host community' but this author also says that these events could 'give rise to



problems, debts and accidents as well'. Perhaps the hosting of an Olympic games-event was in mind!

The organisers of the iconic-events featured (the ABSA Cape Epic MTB; the FNB Wines2Whales cycle race, the Cape Town Cycle event, the Sanlam Cape Town Marathon, and the Old Mutual Two Oceans Marathon) have limited physical resources at their disposal (for example, Stillwater Sports owns the tents used for accommodation at some of their events while the ABSA Cape Epic organisers have disposed of their tents), however the different organisations use human resources, both full-time and casual staff. Wanklin (2005:98) is more specific in his definition of the management task, which is 'the process by which we design various suitable actions, in order to achieve a set of objectives', and notes that seven stages need to be followed in event management, including the planning phase ('what is to be done' - stage 3), implementation phase ('how to do it' – stage 6) and the evaluation phase ('what happened' – stage 7). He is at pains to emphasise where the responsibility for a successful event lies, whether this be an international body, a professional event organiser, or a local group (Wanklin, 2005:105).

## Methodology

The crux of this study centres on planning (Broomberg, 2016), and leans heavily on three phases:

- Extensive interviews were conducted using semi-structured and open-ended questions to allow for unlimited discussions with the organisers of the events mentioned, and access to extensive records of events,
- A literature review of management principles and event-organisation, and
- a situational analysis of data collection, feasibility studies, event-records, and participation of staff, competitors, sponsors and supporters (Diesel, 2016) where locality played a dominant role, and where the organisers needed to consider accessibility to the site(s), integration of transport modes, bulk infrastructure (sewage, electricity, water and communications), and accommodation (Wanklin, 2005: 112-113).

An iconic event is 'a large or great sporting event' (Maennig & Zimbalist, 2012:9); if numbers are the criteria for classifying an event as 'iconic' then the Two Oceans Marathon with a full- and half-marathon, trail runs, an international run in the V&A Waterfront, and full-runs (Vosloo, 2015), with in excess of 30 000 participants over the two day-events must rank highly. The Cape Town Cycle event must also be considered as iconic as it is the world's biggest timed cycle race attracting over 40 000 cyclists, with about 35 000 competitors starting (Bellairs 2016), or the London, Boston and New York marathons each attracting more than 30 000 runners. Maennig and Zimbalist (2012:9) also consider 'television viewership' as a criterion for measuring the size of the event, specifically the attendees and viewers from the race location and those from outside this site.

The number of hours of TV coverage is also a consideration; Maennig and Zimbalist (2012:336, citing Barget, 2001) state that a 'large sporting event has 1 billion viewers.... to at least 30 countries'. None of the events featured in this study are 'specifically made for TV'; events specifically created to generate a profit; Gladden et al. (1998:350) refer to the '1973 Battle of the Sexes tennis game between Billie Jean King and Bobby Riggs' as an example of this type of TV transmission. Maennig and Zimbalist (2012:10) emphasise the economic impact of events; the size of the budget differentiated into the 'organising and non-organising budgets (infrastructure, national security, planning and operations, crowd/participants control) and the effects on the



'macroeconomic variables, such as employment, income, and tax revenues'. The bigger the iconic-event the more income is likely from outside the event site, through participant and supporter inflows. These events are either recurring at a time or a place (the Tour de France, the London or New York marathons, Two Oceans, and the Cape Town Cycle event), or sporadic events (an Olympic Game or FIFA World Soccer) which are regular but not annual functions (Maennig & Zimbalist, 2012:336)

This study, therefore, considers diverse organisations in the management of the logistics of different types of events, including mountain biking, road races, trail running and road bike racing. The management of these events does differ; some organisers employ specialist teams while others use their general staff, also augmented by volunteers, to make all arrangements (Csak, 2015; Viljoen, 2015; Vosloo, 2015; Poole & Meyer, 2016). The study uses examples from the ABSA Cape Epic Mountain Bike race, the FNB Wine2Whales cycle race, the Sanlam Cape Town Marathon, the Old Mutual Two Oceans Marathon, and the Pick-n-Pay/Cape Argus/Momentum Cape Town cycle tour, commonly known as 'The Argus'.

## Findings

### *Logistical planning structures*

By the very nature of the events mentioned, all iconic races held in and around Cape Town between March and May each year introduce billions of Rand into the local economy of this world capital city, but specific arrangements are necessary. For example, the organisation of the off-road ABSA Cape Epic rests with four specific groups, while the Two Oceans and Cape Town Cycle and Marathon have similar structures:

- A finance group which manages and controls the budget of the other three groups.
- A small operations team responsible for the overall race planning, including maps.
- A small logistical team for the race villages, routes, and race and rider management, and
- Another small commercial team to obtain municipal and business co-operation.

By contrast, Stillwater Sport owns and manages more than 50 events country-wide; road races, mountain-biking and 'lifestyle' events such as trail runs. This company has employees to plan, organise, and manage all the events, although the staff is centred in different cities and towns in the country depending on the site of the event. Their race organisation is divided among five teams with a sixth group responsible for race commentators:

- A team under the company director responsible for sponsorship, marketing of events, and media coverage.
- A second team under the land, route and technical race director to manage the specific event.
- The director of event logistics manages the logistics and activations of events.
- The director of charity and land-owner liaison is responsible for the route management and the race office, and
- A dedicated 'sweep' group who are responsible for cleaning the villages and route after each day (Poole & Meyer, 2016).



Stillwater Sport even employs four specialist trail-makers to construct and maintain mountain-bike routes, bearing in mind that these trails are usually on private farm land and, as with the Cape Epic, remain the resource of the property owner, some of whom allow riders and hikers to use the trails outside of the race period. In this respect the Meerendal Estate outside Durbanville in the Western Cape employs a full-time organiser to manage the kilometres of cycle and running trails on the farm.

Similar to the Cape Epic event, the Wine2Whales race, the Cape Town Cycle race, the Cape Town Marathon, and the Two Oceans are organised and managed by dedicated teams whose sole responsibility is that event. Another major difference in the event organisation is that some major races are sponsored for a contracted period where-as some other events are planned, and then a sponsor(s) is sought for the specific day-event (Poole & Meyer, 2016). While ABSA is the title sponsor of the Cape Epic MBR, FNB heads the W2W event and the Jo'burg 10 City run, Old Mutual sponsors ultra-marathons including the Two Oceans' marathon, Sanlam the Cape Town Marathon, and the Pick-n-Pay/Momentum/Cape Argus the Cape Town Cycle race.

#### *Key planning issues*

None of the organising teams can operate in isolation; the commercial team needs to negotiate with sponsors, local municipalities and businesses to ensure that all local requirements are complied with, and that local commerce and industry buy-in to the event so that both local communities and the race itself benefits from the local conditions and requirements. Although the planning for these events starts at least a year prior to the event, the annual race route and village-venues, for the ABSA Cape Epic for example, are made known only six months before the race, in October of the previous year. This is because contracts have to be negotiated with land owners over whose properties the race is to be ridden. This is a requirement for all mountain-bike and road events traversing private property, where overnight accommodation is to be provided. Key suppliers must be in place well before the disclosure date; especially the providers of power, water, sanitation and catering. Tenders for the catering need very detailed information of the number of competitors and race crew, and specific dietary requirements. Start, finish and village venues have to be carefully measured and marked out (Csak, 2015; Vosloo, 2015; Bettison, 2016).

#### *Legal requirements*

The initial planning for these iconic events occurs between 12 and 24 months prior to the event, after which regular implementation meetings are held (Csak, 2015; Bellairs, 2015; Viljoen, 2015; Vosloo, 2015; Bettison 2016; Poole & Meyer, 2016). All sport and recreational events held in South Africa are subject to a number of national and/or provincial acts and ordinances, the most important of which are:

The Safety at Sports and Recreational Events Act (no. 2 of 2010)

The Disaster Risk Management Act (no. 57 of 2002)

The Health Professionals Act (no. 56 of 1974)

The Western Cape Ambulance Services Regulations Act (no. 3 of 2010)



The Western Cape Services Regulations (section 12 of 2012), and

The SANS 10366 Health and Safety at Events document.

Because of these legal requirements the event-organiser must include in the planning local risk and disaster management, metro, traffic and the SAPS, medical representatives (for example in the Western Cape region the Mediclinic Group), the ER24 and ambulance organisations, the local/provincial sport body (so Western Province athletics or cycling would sit on the committee), the Table Mountain Fire and Rescue Services would be involved because the Two Oceans Marathon and the Cape Town Cycle Tours traverse the Table Mountain National Park, and marshalling groups (Bettison, 2016). A '**Plan B**' must also be included to explain alternate actions should they be required. For example, the Two Oceans has had to be re-routed a number of times from the traditional route over Chapman's Peak to a route over Die Ou Kaapse Weg, due to rock falls on Chapman's. The 2015 Cape Town Cycle race route was re-designed to an out-and-back race from the Cape Town CBD due to dangers on Chapman's Peak and the devastating fires in the Table Mountain Reserve, especially along the Constantia-berg sections of Table Mountain. The first stage of the 2016 Epic had to be changed at the 11<sup>th</sup> hour due to security problems. It would not be remiss if a representative of the designated charity organisations was also included in the planning meetings, of which detailed minutes must be kept.

#### *Key planning elements*

Gladden et al. (1998:333-347) have proposed a structure for the planning and evaluation of the management of event-logistics, which contributed considerable towards this study, but does not necessarily encompass all the functions. These include:

- Finance/budgeting (which is sometimes out-sourced): this requires the organisers to prepare a written plan of the expected income and event expenses, and the time-frame for the planning, implementation and execution of the event. A zero-based budget reviewing all the event activities (each event is considered as one-off) and cash-flow budget being the two most important processes, Meyer, 2016).
- Risk management/insurance: which is the 'identifying and determining which methods to employ against potential threats that may negatively affect the sporting event' (Gladden et al., 1998:334). This function includes medical supervision to cater for injuries to participants, event-workers, and/or spectators and is an important element of the organisation for the events covered in this study, and should include general liability, event cancellation or postponement, and 'prize indemnity to protect sponsors' (Gladden et al., 1998:335).
- Tournament operations, which Gladden et al. (1998:337-338) describe as 'the nuts and bolts of an event', where the operational staff needs to attend to all 'facility and equipment' requirements which will cover the pre-event organisation, the event itself and post-event arrangements. This planning includes, but is not limited to, such functions as venue planning and layout, sponsorship needs, media coverage, transport arrangements, accommodation, signage, catering, medical arrangements security issues, and traffic and crowd control (Csak, 2015; Viljoen, 2015; Vosloo, 2015).
- Registration: a vital aspect of event management as this is the first time organisers and participants meet. Advanced planning of an efficient system will ensure smooth operations, and a positive impression, of the event, and will address the number of



participants, personal information, event fees, participant identification, and participant indemnification signatures (Bellairs, 2015; Csak, 2015; Vosloo, 2015).

- Despite the full- and part-time staff engaged in the specific event planning, volunteers are always needed to support the event-staff. Recruitment, training and compensation are areas that need attention (Broomberg, 2016).
- Marketing: most events need financial support from business organisations to meet the costs of the event. Corporations such as ABSA, FNB, Pick-n-Pay, Old Mutual, Sanlam and Momentum are prominent on the South African sporting calendar. Marketing includes the sale of sponsorship, broadcasting (radio, TV and the printed media), the hospitality function, public relations especially where private land-ownership is concerned, and, of major importance in this country, community upliftment and fund raising (Viljoen, 2015).
- Licensing of merchandise: this is usually limited to '...items that display an event's (or sponsor's) name or logo (and) is usually only beneficial for large, televised, multi-day events' (Gladden et al., 1998:346), while some smaller events are just too time-consuming or cost-inefficient to warrant staff and space allocation (Bloomberg, 2016).

These aspects mentioned above are dealt with in detail below.

The events covered in this study, the Cape Epic Mountain Bike race, the Wine2Whales cycle event, the Two Oceans Marathon, the Cape Town Marathon, and the Cape Town Cycle race, are divided into two basic categories, namely multiple-day off-road mountain routes, and one-day on-road races. The study addresses these events and some of the organisation such as the emergency arrangements, are similar:

### **Multiple-day off-road events:**

#### *Accommodation*

One of the major functions of the EPIC sub-location team of the operations team, which is in parallel with the operations team of the races managed by the Stillwater Sport group, is to find and plan overnight accommodation-sites for the 8-stage CAPE EPIC (Bloomberg, 2016) or the 3-stage W2W race (Poole & Meyer, 2016). While the EPIC race is featured around the Cape Folded mountain range of the Boland region, the W2W traverses the Hottentots-Holland range between Somerset West and Hermanus. The Cape Town Cycle and Marathon races and the Two Oceans do not have to address this function, but the organisers do help with facilities for important and/or invited competitors. Logistical arrangements include:

#### *Race village design elements*

Flat spaces are needed for each of the race villages: the EPIC uses three sites each for two nights, while the W2W, being a three-day event needs two overnight sites (Csak, 2015; Bloomberg, 2016; Meyer, 2016). The mountain bike races need specific functional zones at the overnight accommodation sites, which is not the case with the Two Oceans Marathon, or the Cape Town Cycle Tour or Marathon. However these events do require some of the specific facilities discussed below:

- The start-finish chute must have a prominent position in the race-village for spectator support and to prominently display the major and title sponsor's facilities, the bike park, bike cleaning area, and overnight secure bike storage area. Rider-showers, toilets and



massage facilities are located in or near this area, as well as the category-winners interview area. Dimension Data, the EPIC race timing organisation (and a sponsor of the Tour de France cycle team of the same name) has an office in this area, as well as the contracted medical team for rider treatment and TV coverage, which is a vital sponsor for the sustainability of any sports event. For the Cape EPIC race the International Cycle Federation (UCI) which monitors all aspects of mountain bike racing, features prominently in this public area (Csak, 2015; Vosloo, 2015; Poole & Meyer, 2016).

- A second important race zone is the public and competitors' access to the sponsors. The area also features the rider/runner recovery area and lunch bag tent, and riders 'chill' facility before or after showering. To accommodate families both the EPIC and W2W events provides a 'kids' area for competitors and/or supporters/spectators children. The sponsors have kiosks around this zone, as well as a photographers' stand and presentation stage. This zone is open to the public, unlike the start-finish chutes. An important feature in all events is the charities which will benefit from rider-donations, public support and sponsors' donations. Benefitting charities are usually prominently featured on the race site (Csak, 2015; Poole & Meyer, 2016).
- A further zone offers the riders a space to relax, and bag and cycle maintenance facilities. Some professional cyclists bring their own cycle mechanics to events, but the average rider will make use of the general facilities provided: some famous cycle bodies (for example Cannondale) will be on hand for professional help and advice (Bloomberg, 2016; Poole & Meyer, 2016).
- The 'overnight-race village' is the focus of another area, where the accommodation tents are set up. The ABSA Cape EPIC has separate tents for riders and race officials; this is not necessarily the case for all cycle-races. Rider toilets and showers must be provided (separate spectator toilets are available), as well as dedicated parking for organisers, sponsors and followers (some professional riders chose mobile accommodation rather than sleep in the tents provided). The ABSA Epic offers laundry facilities for riders who prefer not to wash their own gear. Generally, this is a 'secure' area not open to the public. Security is of paramount importance throughout events, and especially in the 'race villages' (Csak, 2015; Bloomberg, 2016; Poole & Meyer, 2016).
- The catering zone for riders and race-crew is not open to the general public. The food-caters have their own equipment in or near the tented village for the riders and their staff. Because the race villages are usually removed from municipal resources (electricity, water, sanitation) the race organisers have to make provision for such services; generators and supplementary water sources. Not necessarily part of the race venue, but certainly adjacent to the official site, is the supporters' village featuring private accommodation. The race organisers are not responsible for this zone, but it does complement the race village (Bloomberg, 2016; Poole & Meyer, 2016).
- The race media (TV, radio and printed) and commentators have their own zone, which includes accommodation, ablutions and parking, and for TV coverage a satellite dish. Facilities are also available for helicopter pads. For the ABSA Cape Epic race television coverage goes out daily across the world to 175 countries in 22 languages, including the United Kingdom, Switzerland, France, Greece and the Czech Republic. The 2015 EPIC TV audience was estimated at close to 150 million viewers, and this coverage was estimated at about R300 million of equivalent-advertising value for South Africa and the riders and sponsors of the various winning teams from the helicopters, motor bikes and media crews (Bellairs, 2015; Broomberg, 2016). The 2016 TV coverage featured a'... 360-



degree immersive video, a world first, filmed from an e-bike which placed viewers in the heart of the race...' (ABSA Cape Epic, 2016 Ride Review). The Two Oceans and Cape Town Cycle and Marathon events also enjoy detailed TV coverage (Viljoen, 2015; Vosloo, 2015).

The logistical teams are also responsible for the race routes, which are ridden each day from the overnight village, maintained for each of the daily sessions. In order to ensure uniformity of operations this logistical team prepares the village from a design and layout plan pre-determined to ensure ease of set-up, not necessarily replicating exactly the same layout, but encompassing the features of the different venues regarding open spaces, river courses, plantations and access routes. The Cape Epic requires six (6) hectare sites for the overnight stops, while the W2W similar sized sites (Broomberg, 2016; Poole & Meyer, 2016). The Two Oceans and Cape Town Cycle and Marathon events use public and private spaces (Oceans uses the University of Cape Town sports fields) for the start and finish venues.

While the 'production' team is active in their specific areas, the 'operations' team will visit local accommodation and eating facilities to ensure that sufficient board and lodging is available for possible supporters (Meyer, 2016) and, in the case of the Epic, elite professional cyclist (and others who so wish) who require commercial accommodation rather than stay in the tented race villages. The production team is concerned with the planning and preparation of any social programme, and to involve, for example, the land owners on whose property the race will take place in the communications processes. Financial controls are imperative in these events: budgets for every aspect of the event are prepared well in advance of the race and income generated and disbursements made throughout the planning and event phases. Entrance fees are usually high for these multi-stage events (approximately R70 000 for the 2017 Epic event) and will cover all rider-costs (accommodation, catering, transport to starts where needed, medical needs and bike maintenance). Race fees are supplemented by sponsorships, and media rights. Meals include breakfast and supper as well as rider packs available after each day-stage. While all meals and accommodation are provided, some cyclists may chose to provide such services for themselves (Broomberg, 2016).

### *Registration*

Entries for the Cape Epic open immediately after the event closes, with early bird registration limited to the first 100 teams of two riders (this on-line registration is usually full within 10 seconds of the registration opening). Apart from the elite professional cyclists who are invited by the Epic race organisers to participate, the remaining participants interested in competing are randomly selected by a computer for the approximately 1 200 competitor-berths, with the remaining unsuccessful entrants entered on a waiting list; after the allotted riders the remaining 500 teams are chosen, with unsuccessful competitors also added to the waiting list to replace any allocated team not taking up the allocation (Broomberg, 2016). Entries for the other events discussed open approximately six-months before the event and are mainly dealt with on-line. Usually the closing date(s) are specific or when the event-registration has reached a specific number (Vosloo, 2015; Bellairs, 2015).

### *Medical arrangements*



A detailed and comprehensive medical plan must be submitted to the city/town/area authorities prior to the event being sanctioned; this aspect of an event is taken very seriously and must comply with the legislation mentioned above. Constant liaison between the event organisers and the departments of health is vital. Provision is made for static and moving medical facilities. The length of the event and the number of participants usually determines the number of static stations, which must be manned by qualified and registered medical doctors and nursing staff, and Advanced and Intermediate Life Support staff capable of administering immediate life support. The moving vehicles include ambulances and back-up medical helicopters at strategic point able to move in response to telephonic instructions (Bellairs, 2015; Vosloo, 2015). All medical and traffic personnel are linked by audio and radio equipment to the Venue Operations Control Centre (the VOCC) from where the event is fully controlled, including moving vehicles and staff to point where an emergency has occurred. The Advanced Medical Care Centre (AMCC) is usually positioned at the finish of the daily leg of the event, of the finish of the one-day race (Bettison, 2016).

The Medical Contingency Plan must make detailed allowances for hot and cold temperature eventualities, wind strength (an anemometer must be on hand) as the stronger the wind the increased danger of structures, such as tents, electricity pylons and advertising boards being blown away, protests and riots, asset security and structure collapse, personal danger from fire and drowning, and pedestrian and vehicle accidents. Specific accommodation sizes are determined by multiplying the length of the venue space by the width by 0.5 to estimate the number of people the venue can safely provide for. A rule of thumb for spectators is three (3) for every competitor, and the static medical facilities are usually close to the high or low points of the event, and not too far from spectator view-points. For events taking place in mountainous regions the local branch of the mountain club/rescues services must be on hand throughout the event.

#### *Vehicle control*

The organisational aspects of vehicle control, especially of on-road events goes hand-in-hand with the medical plan; the movement of medical vehicles is of critical importance. Road closures will disrupt general traffic and therefore are kept to a minimum. Notice boards on all major and secondary routes along which a cycle or running race is to be held are put up weeks before the event advertising the day(s) and times of the road closures, and the alternate routes that motorists can take to avoid delays. All major intersections are manned by traffic and/or metro police for specific times before, during and after the cyclists/athletes have passed that point. At some less important intersections a 'stop and hold' system will be in place where vehicles and competitors are alternatively stopped to ensure smooth vehicular movement without too much interference with the competitors, or a system of 'one-way flow' is scheduled to avoid congestions. Marshalls trained in traffic monitoring are also used to supplement the traffic authorities (Viljoen, 2015; Vosloo, 2015; Bettison, 2016; Broomberg, 2016).

For both the medical- and traffic control aerial maps are necessary to explain the organisation of the movement of vehicles and competitors. The traffic plan must inform of the personnel to be on duty, at which places and at what times, what emergency vehicles (for example break-down trucks) are available and at which points and of the contact details of the staff, who must be at all times linked to the VOCC. This plan must also stipulate what arrangements are in place for residents and special vehicles in the areas of the event, and how the movement of this group of vehicles will be managed. Parking areas for competitors, officials and spectators must be planned



for well in advance and these arrangements must form part of the contingency planning, and approved by the city/town authorities and communicated to all through conspicuous signage, and notices to competitors in the event brochure (Bellairs, 2015; Vosloo, 2015; Bettison, 2016).

### *Safety and security issues*

Security fencing is required at specific places on the course; the start and finish chutes need to be protected from the general mass of supporters and to channel participants in an orderly fashion to the finish line. Other places also need protection, such as water/refreshment points, to prevent a mass overflow of competitors at the points or spectator ingress at the station. Dangerous road crossings are also better protected by security fencing and patrolled by senior traffic staff (Bellairs, 2015; Vosloo, 2015; Poole & Meyer, 2016).

### *Other amenities*

While not the specific responsibility of vehicle control, but nevertheless an important feature in the overall event plan, is portable toilet provision: at the start, along the route and at the finish. While there is no formula for the number of toilets past experience serves to indicate requirements. As such, literally hundreds of cubicles with chemical flushing are provided at the start of the event, and pods are provided at regular intervals along the route. Many events conclude at a venue where permanent toilets are available, but organisers still need to supplement these with additional rows of cubicles (Viljoen, 2015; Vosloo, 2015; Poole & Meyer, 2016).

Power supply is another vital aspect of event planning which falls within the ambit of the traffic/police function. While the start and finish of a race is often at a venue where municipal power is available, organisers are required to have portable generators on hand in the event of a power failure or through damage to existing power sources. Fires, excessive rain and unexpected large numbers of competitors/spectators in a confined area are major causes of power failures and additional sources are therefore required (Vosloo, 2015; Bettison, 2016; Meyer, 2016).

### *After event requirements*

All events require a 'clean-up' plan, usually employing unemployed communities in the area of the event to follow the competitors between specific points to pick up all race-waste items and stack waste product-bags at strategic points for retrieval by roving waste vehicles (Bellairs, 2015; Vosloo, 2015; Bloomberg, 2016). In addition to the 'clean-up' brigade, waste containers must be placed along the route, especially at and around refreshments points. This service must be addressed in the event plan, and serves an addition function of short term employment and community upliftment which is also a feature of the event planning (Bettison, 2016).

## **Conclusions**

Cycling and running events, especially on public roads, is growing in popularity in South Africa, and the management of the logistics for the events cannot be handled by 'amateurs' any longer. The management of the logistics of all events in this country is strictly provided for in various pieces of national, provincial and local municipal legislation, specifically The Safety at Sports and Recreational Events act (Act 2 of 2010), which requires a detailed 'action plan' to be submitted by the organisers to municipal and provincial authorities controlling the area where the event in



to be held. This plan must cover such matters as crowd control, provision for emergency actions, registration, street closures, portable toilets, refreshment stations, policing and cleaning-up after the event. Where the event may have an impact on delicate environments an outline to protect and re-habilitate the area is needed. These actions are definitely needed to ensure the safety of competitors and spectators alike, and for the organisers to accept full management and responsibility for the event. There is thus a strong need to create an effective community partnership involving all event stakeholders. The offshoot is of course, that all stakeholders will need to invest heavily in time, talent, and financial resources to make any event ultimately happen.

Permission to hold an event, and the submissions of the event-plans, needs to comply with all the legal requirements stipulated in the various pieces of legislation currently in force. The submission could easily entail a (approximately) 150-page document to address the various sections of the race-requirements. The compilation of such a document, currently managed by large and professional organising bodies, could be seen as a deterrent to aspiring and new race-organisers. What also emerged for the study is that towns/cities/ areas stand to gain huge economic, environmental and infrastructural gains from these events, and that more detailed investigation is needed to establish the extent of these gains.

### **Acknowledgements**

The research was supported by a Marie Curie International Research Staff Exchange Scheme Fellowship within the 7<sup>th</sup> European Community Framework Programme.

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African Journal of Hospitality, Tourism and Leisure, Volume 6 (1) - (2017) ISSN: 2223-814X  
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