



# Conference White Paper

## *Bidding Procedures*

*Photographs by Zsófia Faltz and Márk Purcsik*

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# 1 INTRODUCTION



This White Paper is intended for those interested in submitting a bid to host a European Association for Sport Management Conference. It therefore seeks to offer a clear overview of the required planning steps, best practices, and processes to support local organising committees and to inform interested bidders. Specific requirements and agreements are governed by the respective contract concluded between the association and the bidding organisation/consortium.

## 1.1 About EASM

The *European Association for Sport Management (EASM)* is an international network of academics, industry experts, and students in the field of sport management, united by the close relation to the World Association for Sport Management. In 1993, the EASM was established as an independent association of people involved or interested in sport management education. Nowadays, its membership comprises academics and professionals from the public as well as the voluntary and commercial sectors of the sport industry. Over 500 members have joined EASM since its establishment, representing more than 40 different countries.

The strategic priorities of the EASM relevant to the Conference are to:

- Conduct conferences, activities, and operations in an environmentally, socially, and economically sustainable manner;
- Maximise the social footprint (e.g., outreach) of conferences, activities, and operations;
- Maximise value for sport management scholars and students;
- Serve as a conduit and build bridges between research and teaching;
- Foster a research culture and environment that advances theory and method development in sport management;
- Ensure the highest quality standards of research, practice, and exchange of ideas at the EASM Conference;
- Sustain and further develop EASM's high-quality research profile;
- Forge meaningful partnerships with European and other agencies to support the core activities of the association;
- Harness partnerships to enhance the impact of EASM's activities;
- Serve as a conduit and to build bridges between academia and practice.

## 1.2 Conference history

In 1993, the first edition of the EASM Conference took place in Groningen, The Netherlands. At this event, academics and professionals came together to discuss current topics and to present recent research findings in the field of sport management. Since then, the conference has established itself as one of the largest events within the international field of sport management. It has come to be known as a diverse and international gathering for the presentation of recent research findings, industry representation, collaborative learning, and networking. Held annually, it is open to all EASM members and to those who would like to join. The host country and city differ every year, with regional diversity and access for all key considerations in this regard.

## 1.3 Conference nature and objectives

The Conference is a four-day event, usually held at the start of September each year. Day one is typically for arrival and the opening ceremony, while days two to four are considered the main conference days. Prior to each Conference, the EASM Student Seminar and the EASM PhD Student Seminar are organised. The exact dates of the next Conference are also announced.

The aims of the Conference are:

- Promotion and encouragement of study, scientific research, and scholarly writing in the field of sport management;
- Advancing the teaching of sport management;
- Establishment of educational exchanges of sport management techniques;
- Exchange of industry, policy, and scientific experience;
- Exchange of EASM teaching and scientific experiences in Europe and worldwide;
- Fostering institutional and individual international networks and communities of special interest.

The official language of the conference is English; if any part is conducted in any other language, then translation into English is provided by the Local Conference Organiser (LOC).

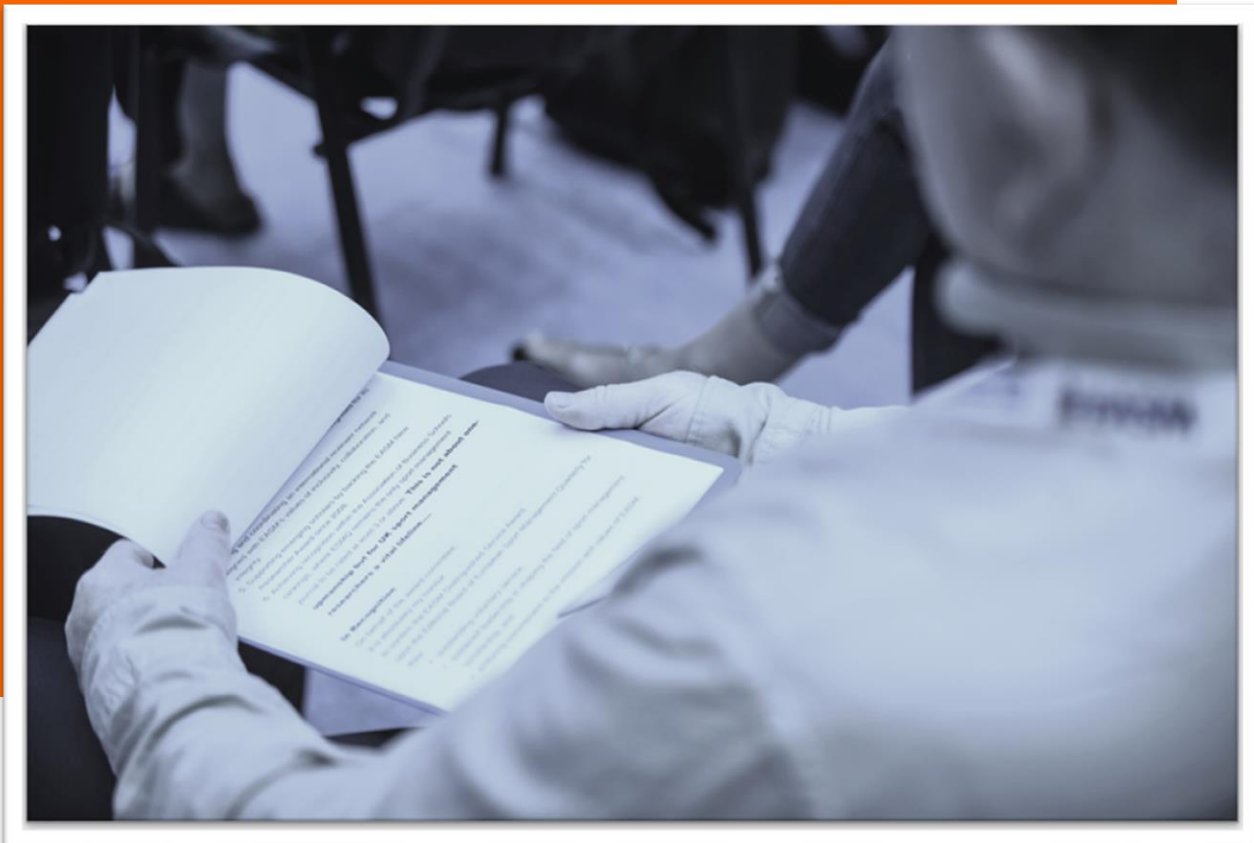
The EASM Conference is known for academic excellence, but also for collegial feedback and constructive, friendly exchange. The aim is to create a stimulating working atmosphere.

## 1.4 Milestones and indicative timeline

<b>3½ years before the Conference</b>
<ul style="list-style-type: none"> <li>Express your interest by contacting EASM's General Secretary and submitting a letter of intent to host</li> </ul>
<b>3 years before</b>
<ul style="list-style-type: none"> <li>Host candidates will be invited to present their bids to the EASM board</li> </ul>
<b>2½–2 years before</b>
<ul style="list-style-type: none"> <li>The Conference contract will be signed during a site visit or previous EASM conference</li> </ul>
<b>1½ years before</b>
<ul style="list-style-type: none"> <li>EASM Board Meeting in the chosen conference location (site visit)</li> </ul>
<b>1 year before</b>
<ul style="list-style-type: none"> <li>Participation of the LOC in the EASM Conference, PhD Student Seminar, and Student Seminar</li> <li>Launch of the new Conference website</li> <li>Update of the Conference preparations to the EASM Board (regular routine)</li> <li>Monthly input for the EASM newsletter with the most important updates regarding the Conference (by the 10th of each month)</li> </ul>
<b>Mid-January of Conference year</b>
<ul style="list-style-type: none"> <li>Call for Papers opens</li> </ul>
<b>January/February of Conference year</b>
<ul style="list-style-type: none"> <li>Planning of EASM Student and PhD Seminars</li> <li>Recruiting volunteers</li> </ul>
<b>Mid-April of Conference year</b>
<ul style="list-style-type: none"> <li>Call for Papers closes</li> <li>Programme for the student seminars disseminated</li> </ul>
<b>Beginning of June of Conference year</b>
<ul style="list-style-type: none"> <li>All review decisions sent out</li> </ul>
<b>June of Conference year</b>
<ul style="list-style-type: none"> <li>Programme for PhD student seminar and Conference disseminated</li> </ul>
<b>End of June of Conference year</b>
<ul style="list-style-type: none"> <li>Early-bird registration deadline</li> </ul>
<b>Mid-July of Conference year</b>
<ul style="list-style-type: none"> <li>Presenting authors registration deadline</li> </ul>
<b>Late July of Conference year</b>
<ul style="list-style-type: none"> <li>Programme drafted</li> <li>Content support for the conference App (MyEASM)</li> </ul>
<b>Late August of Conference year</b>
<ul style="list-style-type: none"> <li>Print info material, tags, etc.</li> <li>Final confirmation of catering social evening and opening (number of participants)</li> </ul>
<b>November of the Conference year</b>
<ul style="list-style-type: none"> <li>Publication of the Book of Abstracts</li> <li>Debriefing meeting with the EASM Office and Board (online)</li> </ul>

Figure 1: Milestones and interactive timeline: Conference development and design

## 2 BIDDING PROCESS



## 2.1 Basic information and requirements for bidding candidates

Any academic organisation in Europe with a significant level of co-operation, commitment, and awareness of the EASM's activities and history is more than welcome to bid to host the Conference. The host can be an academic organisation, like a university, or it can be a consortium of academic organisations or universities.

In order to better understand the EASM's intentions and expectations for the Conference, please read the following carefully:

1. In close cooperation with the Conference organiser, the EASM aims to provide a platform of exchange between academics and professionals from the field of sport management. Therefore, the EASM expects the LOC to include meaningful workshops as well as other activities that enable fruitful discussion and exchange between academics and professionals. These initiatives should preferably refer to the regional characteristics of the host city and/or country.
2. The bidding organisation/s must have a proven track record of research and teaching in sport management.
3. The bidding organisation/s must be institutional members of the EASM (and must remain so at least until the year of the Conference).
4. The EASM would like to position the Conference as *The EASM Conference*, a meaningful platform for interactions between academics and professionals. Therefore, it is expected that the LOC liaise with local, regional, national, and international sport organisations, sport business entities, and sponsors to bring them to the Conference.
5. The Conference must also include activities for students. A student seminar for bachelors and master's students and one for PhD students are organised in the days prior to the Conference. The former offers the opportunity to meet other students from all over Europe and jointly work on a management game, with the final held during the Conference. The latter aims to strengthen the abilities and competences of future sport management scholars; its content is determined by the EASM, but the local organiser is responsible for the venue and coffee breaks and is welcome to contribute to the success of the seminar with a regional speaker.
6. It is expected that the following five people will attend the EASM Conference: three key members of the next year's LOC; one tutor from the EASM Student Seminar and Conference; and one delegate from the EASM PhD Student Seminar and Conference.

7. It is expected that the LOC provides passes, free of charge, to three Conference delegates as well as to the following year's Conference observers. Within one year of the conference, the former organisers receive an invitation to the subsequent year's EASM Conference to report on its legacy in the host city at the Annual General Meeting.
8. The EASM Conference is the exclusive property of the EASM, which owns all rights and data relating thereto, in particular, and without limitation, all rights relating to their organisation, exploitation, recording, representation, and reproduction. The EASM shall determine the conditions of access to and use of any data relating to the Conference. The EASM symbol, flag, and identity shall be referred to as *EASM properties*. All rights to any and all EASM properties, as well as rights to the use thereof, belong exclusively to the EASM, including the use for any profit-making, commercial, and advertising purposes.
9. The hosts agree to pay the EASM a fixed sum and a variable sum per participant (Conference Fee) for the right to organise the EASM Conference. The sum must be paid within two months after the Conference has ended. The exact sum and other organisational aspects will be covered by a specific Conference Contract, which must be signed by the legal representatives of the EASM and by the bidding organisation/s within twelve months of the decision being made. Draft models based on past practice will be provided to local organisers, but these will be subject to adjustment and adaptation. More information about the content of the contract will be provided by the EASM Secretary General.
10. The guiding principles for the final contract require that the organisation of the Conference – including programme selection, promotion, abstract submission, delegate registration, publications, commercial displays, accommodation, consultancy, and financing – are the responsibility of the LOC. EASM will provide the website domain (e.g., [www.easm2029.com](http://www.easm2029.com)) and the software licence for the conference management system 'Conftool' (incl. abstract submission system, delegate registration, payment). The EASM does not provide funding for the costs of organising the Conference and will not lend any sum of money for the initial expenses. Any credit balance will remain the property of the LOC. However, there should be no profit orientation, and any use of surpluses must be communicated to the EASM in advance in a binding manner.
11. The expenses incurred in the Conference bidding process must be entirely covered by the bidding organisation.

## 2.2 Overview of the bidding process

The bidding process is divided into the following steps.

- Step 1: the call for proposal opens.
- Step 2: bidding organisations/consortia submit letters of interest (see 2.3) to host a specific conference (location and year). This letter must be sent to the EASM's Secretary General ([office@easm.net](mailto:office@easm.net)) by **30 April**, at the latest.
- Step 3: the EASM Board invites up to three promising bidding organisations/consortia to present their bids at the EASM Board meeting in September.
- Step 4: the invited organisations/consortia present their bids (see 2.3) on the same day that the current year's Conference is opened.
- Step 5: based on the presentations and documents provided by the bidding organisations/consortia, the EASM Board awards the right to host. In those instances where more than two bidding organisations/consortia were invited to present their bids, the voting requires a simple majority decision of the EASM Board Members present and voting. EASM Board Members who are involved in one of the bidding organisations/consortia are excluded from all bid presentations and have no voting rights for any decisions related to the bidding process.
- Step 6: the winning bid is officially announced at the Annual General Meeting (AGM) during the conference.
- Step 7: the conference contract is signed.

The following schedule summary shows these steps and dates for the **37th EASM Conference in 2029**:

Step 1: Call for proposals to host the EASM Conference (incl. the student seminars) opens	Opens 4 September 2025
Step 2: Letters of interest submitted to the EASM's Secretary General	By 30 April 2026
Step 4: Presentation of invited bids to the EASM Board	15 September 2026
Step 7: Conference contract to be signed at the EASM board meeting or site visit	Spring 2028

## 2.3 Elements of the bidding process

This section provides additional information on the specific elements required for the bidding process.

### *Letter of interest*

The letter of interest is a formless document that should express the commitment and willingness of the hosting organisation or consortium to stage the Conference, including the EASM Student and EASM PhD Student Seminar. It must be formally signed by a legal representative of each organisation officially involved in the bidding consortium. Further, it should include the full name of all organisations and the contact person for each organisation with the individual's contact details. The letter of interest must be sent to EASM's Secretary General ([office@easm.net](mailto:office@easm.net)) by the organisation or the consortium *by 30 April each year* at the latest.

### *Bid presentation*

The invited bidding organisations/consortia present their bids in the September three years before the respective conference. Documents and other presentational media in support of each bid must be made available to all EASM Board Members by the time of the presentation. The LOC is expected to integrate sustainability considerations into the planning, delivery, and evaluation of the bid in close collaboration with the EASM.

Each bidding organisation/consortium should provide the following in the bid presentation:

- Information about the legal status of the bidding organisation(s), its/their involvement in sport management, and conference-hosting experience;
- Motivation to host the Conference, including the student seminars;
- Full information on the host's sport management activities and interests;
- Plans to involve local sports management students;
- Letters of support from all major Conference stakeholders (e.g., hosting organisation, sport organisation(s), tourism agency, local authority, sponsors);
- Proposed Conference dates;
- Indication of how the Conference will enable fruitful discussion and act as a platform for exchange between academics and professionals from sport organisations and the sport industry;
- Information about the EASM Student Seminar and the EASM PhD Student Seminar;
- Pre- and post-Conference relevant activities (e.g., national conference), including the social programme, venue, infrastructure, and facilities;

- Detailed information on available travel connections and accommodation and prices;
- A marketing and communication strategy and key activities;
- A budget plan, including Conference and registration fees, including taxes (VAT in particular, if applicable). This should include information on potential risks to the budget calculations (including tax and cost increases), and projections for varying numbers of participants;
- An overview of the intended staffing;
- Information on the expected legacy and sustainability of the Conference and the Seminars for the hosting organisation(s) and the EASM community.

All bids for hosting the EASM Conference will be evaluated based on the following criteria:

1. The capability of the organiser/s and host city to attract diverse participants from Europe and beyond;
2. The calibre and experience of the bidding organisation/s;
3. The infrastructure and facilities offered;
4. The diversity and experience of the staff involved;
5. The involvement of local sports management students and the local department;
6. The provision of public-engagement activities (e.g., plans to engage the wider sport/academic community);
7. The Conference promotional plans;
8. The financial sustainability of the Conference concept, including sponsorship deals and support from other institutions;
9. The social and environmental sustainability of the bid;
10. The value for money it offers to EASM members;
11. The sustainable impact on sport management in Europe.

### **Budget**

The bidding organisations are asked to provide a transparent budget that covers all costs and projected income streams (see table 1 below, using Belfast 2023 as an example). It is requested that alternative versions of the budget are provided showing projections based on varying participant numbers (e.g., 400, 450, and 500).

The EASM Secretary General supports the bidding organisations in this process. The Secretary General further informs the bidding organisations of the current target conference fees for the early bird and late registrations.

Table 1: Example budget structure based on the EASM 2023 Conference in Belfast

<b>Belfast EASM Provisional Budget Summary Income &amp; Expenditure</b>			
<b>Income</b>	<b>350</b>	<b>400</b>	<b>450</b>
Registration	£175,613	£195,388	£213,338
Sponsorship Target	£2,000	£2,000	£2,000
Visit Belfast Funding	£15,000	£15,000	£15,000
<b>Total Income</b>	<b>£192,613</b>	<b>£212,388</b>	<b>£230,388</b>
<b>Expenditure</b>	<b>350</b>	<b>400</b>	<b>450</b>
EASM Conference Fee	£30,000	£30,000	£30,000
Main Conference Venue Hire	£0	£0	£0
Catering (DDR £42pp)	£44,100	£50,400	£56,700
Student Seminar (50pax)	£4,835	£4,835	£4,835
Student Seminar Accommodation	£20,880	£20,880	£20,880
Student Seminar Social Programme	£2,500	£2,500	£2,500
PhD Seminar (20 pax)	£1,420	£1,420	£1,420
Bank Charges	£2,943	£3,459	£3,778
Administration Costs	£5,000	£5,000	£5,000
Speaker Costs	£10,000	£10,000	£10,000
Welcome Reception (80% attendance)	£9,400	£10,600	£11,800
Social Networking Evening (80% attendance)	£11,200	£12,800	£14,400
Closing Dinner (80% attendance)	£20,600	£23,400	£28,200
Coach Transport	£2,500	£3,000	£3,500
Insurance	£1,200	£1,200	£1,200
Marketing & Promotion	£9,000	£9,000	£9,000
Printing Costs	£1,750	£2,000	£2,250
Delegate Bags	£1,750	£2,000	£2,250
Miscellaneous	£2,500	£3,000	£3,500
<b>TOTAL</b>	<b>£176,448</b>	<b>£190,364</b>	<b>£206,083</b>
Contingency	£10,000	£10,000	£10,000
<b>TOTAL to include contingency</b>	<b>£186,448</b>	<b>£200,364</b>	<b>£216,083</b>
<b>TOTAL INCOME</b>	<b>£192,613</b>	<b>£212,388</b>	<b>£230,388</b>
<b>TOTAL EXPENDITURE</b>	<b>£186,448</b>	<b>£200,364</b>	<b>£216,083</b>
<b>OUTCOME</b>	<b>£6,165</b>	<b>£12,024</b>	<b>£14,305</b>

<b>EASM Proposed Registration Fees 2022</b>			
<b>Early Bird</b>		<b>Late Registration</b>	
EASM Full Delegate	£450	EASM Full Delegate	£540
Day Delegate	£180	Day Delegate	£220
Student Seminar	£520	Student Seminar	£520
Tutors Package	£875	Tutors Package	£875
PhD Seminar	£520	PhD Seminar	£520
Accompanying Person	£175	Accompanying Person	£215

### *Conference contract*

A draft version of the Conference Contract can be requested from the EASM's Secretary General ([office@easm.net](mailto:office@easm.net)). The Conference Contract shall be signed within 18 months of the EASM Board's award decision.

In those cases where a consortium is awarded hosting rights, the academic organisation will sign the Conference Contract with the EASM. Partner organisations must be approved by the EASM Board and mentioned in the Conference Contract. The academic organisation is responsible for all contracts between their partners and subcontractors. More information about the contract issues and parties' responsibilities is shared in [3.2 Legal issues](#).

## 3 LOCAL ORGANISING COMMITTEE



### 3.1 Responsibilities

*The local organising committee (LOC)* is responsible for planning, managing, and assisting all aspects of the organising process. Its mission is to ensure the quality of the Conference.

The LOC will be fully supported by the EASM Board. The EASM Office, including the Secretary General, will be working in close collaboration with the local lead organiser. The Scientific and Programme Committee of the Conference will be chaired by an EASM representative (usually, the EASM Scientific Chair). The local organisers need to provide qualified human resources to support the work of the EASM Office at least throughout the 12 months leading up to the conference.

The LOC takes care of the following aspects of the Conference:

- Defining responsibilities: Conference management, staffing, publicity and Conference communications, professional exhibitions, technical equipment, framework programme, local sponsorship, the Conference office, catering, and final Conference report writing, including the Book of Abstracts;
- Regular feedback to the EASM Executive Board, represented by the EASM Office;
- Assigning communication channels and contact persons, including providing clear descriptions of those in charge;
- Preparing an email distribution-list for the LOC and assistants (including phone numbers);
- Establishing a common register for the LOC members;
- Preparing a list of all partners, sponsors, and other exhibitors;
- Personnel planning, to-do lists, internal extensions, emergency plan preparation, and technical planning;
- Arranging regular LOC meetings and writing minutes (to be made available to the EASM Executive Board);
- Planning and implementing public engagement activities with relevant stakeholders;
- Planning and management of on-site Conference preparations;
- Using Conftool as a conference management tool and providing a ConfTool administrator for at least the 10 months leading up to the Conference;
- Managing the Scientific programme together with the EASM Scientific Committee and the EASM Scientific Chair. EASM nominates the Chair of the Conference Scientific and Programme Committee.

## 3.2 Legal issues

Legal issues concerning the EASM Conference are stated in the contract between the Academic institution – i.e., the organiser (LOC) of the Conference – and the EASM itself. Furthermore, the contract also covers approvals, licences, and financial issues between the EASM and the LOC.

### *Contractual basis*

The contract between the LOC and EASM determines the contractual basis of the organiser's work and the EASM's responsibilities. The contract between the LOC and EASM covers the main responsibilities of both parties. When dealing with third parties, the organiser appears as the EASM Conference organiser, but not as EASM.

It is necessary to have a legal entity to conclude the contract and act within the fiscal framework of the hosting country; for example, to have national and international tax ID numbers. Any major changes to the budget (>5%) need to be green-lighted by the EASM Board. The EASM grants the hosting organiser the exclusive right to organise the Conference and to retain all revenues accruing from the fees paid by delegates, advertisers, sponsors, and exhibitors in relation to the Conference after the contractual payments to EASM are made.

As a part of the contract the EASM agrees:

- The host shall be granted exclusive right to organise *The EASM Conference*;
- To make available to the hosting organiser information that can be used for marketing purposes by the LOC;
- To authorise the host to contact sponsors and exploit the commercial opportunities related to the Conference. Sponsors need to be green-lighted by the EASM;
- To help the LOC in Conference promotion and marketing globally, during the previous General Assembly, and via its social media channels and monthly newsletter;
- To provide the licence for the conference management software (Conftool);
- To provide the licence for the Conference app that is managed and maintained by the EASM office. The LOC provides necessary information (e.g., a venue floor plan);
- To provide the URL [www.easmYEAR.com](http://www.easmYEAR.com) and website layout.

The main responsibilities of the LOC are:

- To cover all costs related to the Conference organisation, including keynote speakers, conference facilities and equipment, distribution materials, marketing, local transportation for official functions outside the venue, agreed programmes arising from the Conference as presented in the bid documents, translation, etc.;
- To pay EASM a fixed and variable licence fee according to the number of delegates for the right to organise the Conference;
- To provide an electronic Conference pack (in the Conference app) to all delegates;
- To provide and update the content of the EASM Conference website;
- To provide content for the EASM newsletter. This information must always be sent to the EASM Office by the 10th of each month;
- To make available to the EASM free of charge the layout for the Conference Book of Abstracts in electronic format with an ISSN/ISBN number.
- To provide suitable facilities for the Conference, general assembly, and EASM and ESMQ meetings, together with suitable stands, tables, and technical conference equipment for presentations and exhibiting areas;
- To provide facilities and the programme for the EASM Student Seminar and the facilities for the PhD Student Seminar according to EASM's instructions;
- To agree with the EASM on the fees for the Conference and student seminars. The fees should be oriented towards the average fee level of previous conferences;
- To get national sport organisations on board, prepare the legacy, and promote the Conference at other conferences and events;
- To apply the highest levels of integrity and diligence when dealing with information, data, or other insights/material made available by the EASM or emerging from the Conference management and organisation itself. Any such information must only be used in the specific context of the Conference and in the best-targeted and narrowest way reasonably possible and legally necessary (e.g., data protection).

*These points are explained in more detail in the contract between the EASM and LOC.*

If the host cancels on or before 1 July of the Conference year then the EASM shall be entitled to receive the sum of €25,000 (twenty-five thousand Euro) in compensation. If the host cancels after 1 July of the Conference year, or otherwise fails to run the Conference, the sum of compensation is €30,000 (thirty thousand Euro). This clause is not applicable in case of *Force Majeure*.

## *Approvals and licences*

The bundle of necessary approvals and licences varies depending on the legal conditions of the host country or city. Therefore, this White Paper only covers general information about approvals and licences, based on the experience of previous EASM Conferences. It is important to consult the city council and experts (e.g., local convention bureau) in relevant areas early enough; they have a good overview of the necessary steps and can help to set a timeline. In many cases, the process of event approval by the city council takes a lot of time; thus, it is advised to create such a timeline, at the latest, eighteen months before the Conference will take place.

### **3.3 Organisational structure**

The LOC could include the following roles:

- President
- Head of Operations
- Chief Financial Officer
- Head of Administration (e.g., ConfTool, website, and information)
- Public Engagement Officer
- A local representative and vice-chair to the Scientific and Programme Committee (SC)
- Head of the Student Seminar
- Local participant of the PhD Student Seminar
- Head of Volunteers and local student activation (20–40 volunteers and at least one related sport management course)

Communication could be included in the above-listed functions or constitute a separate function/position (e.g., Head of Communication). The same regards legal issues.

The workload should not be underestimated. Individual work packages such as event communication or supporting events can be outsourced. Under no circumstances should the conference organisation be handled by fewer than five people.

### 3.4 Finance

The local organising committee must appoint a legal person to be responsible for the Conference budget. The person in charge of the financial management of the Conference should have proven knowledge of financial planning principles and systems as well as a level of skill in the usage of such principles that will allow them to:

- Identify, collect, and examine financial information;
- Choose the correct planning tactics and techniques;
- Define a carefully selected financial recommendation;
- Keep all parties in charge of financial matters within the hosting organisation/s updated on a regular basis through relevant budget reports.

The Conference financial management includes the management of quotes, credit notes, orders, collective documents, bills of delivery, accompanying documents, reverse documents, withdraws, etc.

Financial management tasks include:

- Checking and handling all transactions for contracts (such as service and/or leasing contracts);
- Checking and handling all electronic financial transaction data;
- Consolidating bills and appointing each bill to the appropriate account;
- Consolidating received payments and appointing each received payment to the appropriate account;
- Checking Conference participants' registration numbers and data;
- Keeping customer data available for special purposes (such as auditing or marketing);
- Keeping in touch with the EASM Treasurer and the EASM Office.

Along with the EASM requirements, it is important to consider the fiscal framework of the hosting country as this can vary. The LOC must check whether any taxes apply to the hosting country and whether there are more financial aspects to be considered.

The fiscal framework might include the following aspects.

- Income tax: Some countries tax business and corporation income. The income tax is commonly levied on a business's net profits, net gains, and other income;
- Corporate tax: Corporate tax is the generic term for income, capital, net worth, or other taxes imposed on corporations;

- Social security contributions: Many countries have publicly financed health care and retirement systems;
- Taxes on payroll and workforce: Unemployment and other similar taxes are often compulsory to employers based on their salary;
- Value added tax / Goods and Services tax: A value added tax (VAT), also known as a Goods and Services Tax (GST), Single Business Tax, or Turnover Tax, is a tax on every action that produces value;
- Sales tax;
- Tariff: An import or export tariff is a duty for transporting goods through a political border;
- Entertainment fees: In some European countries, specific fees are obligatory when music is played or TV/radio broadcast.

### *Income and expenses*

The **income** received by the EASM Conference includes the following categories:

- Registration fees,
- Service fees,
- Fundraising,
- Sponsorship,
- Donations,
- Contributions (money provided from businesses or individuals),
- Grants (donations from the government and private sponsors of the Conference).
- Value-in-kind services or goods (provided by any party in lieu of cash for supporting the Conference organisation).

The expenses are divided into the following categories:

- Service/programme expenses (the expenses for benefits offered to the EASM Conference participants and clients),
- Supporting service expenses or organisational costs (the obligatory administrative costs for the EASM Conference co-ordination).

More specific information regarding the services and processes expenses is stated in the contact between the EASM and the hosting organisation/s. The resulting expenses must be considered in the financial plan and organisation of processes.

## 4 MAIN EVENT (CONFERENCE)



## 4.1 Infrastructure

The successful running of the EASM Conference requires careful planning and the coordination of numerous infrastructural and organisational aspects. These aspects are described in more detail below.

### *Facilities*

When submitting a bid, the facilities requirements must be able to be met. Any possible deviations should be discussed and accepted by the EASM Board beforehand.

The facilities required for the Conference and the evening events are:

<b>Conference</b>	<ul style="list-style-type: none"> <li>- <b>At least 12 rooms: 2 larger rooms, one with at least 450 seats and one with approx. 200 seats; 10 medium-sized rooms with at least 30 seats each</b></li> <li>- A hall for exhibitions and poster sessions</li> <li>- A hall or any other suitable space for other possible exhibitors</li> </ul>
<b>Evening events</b>	<ul style="list-style-type: none"> <li>- A separate room with the capacity to host all Conference participants (approximately 500 seats)</li> </ul>
<b>General</b>	<ul style="list-style-type: none"> <li>- Facilities for catering, with seating available</li> <li>- Wardrobe facilities / luggage storage</li> <li>- Floor plans and large signs to ensure easy orientation at the venue</li> <li>- An office, with desk, for the EASM Board</li> </ul>

### *Technical equipment*

The following technical equipment requirements must be fulfilled:

- Each lecture room must be equipped with a data projector and at least one projection screen. Necessary adapters and cables should be provided.
- Depending on a room's capacity, microphones and a PA system might be needed.
- A computer with installed presentation programmes, connected to the projector, and with a stable, highspeed Internet connection is required in every Conference room.
- Generally, access to a wireless Internet connection for all participants is expected.
- A technical director must be named and present during the Conference days and be available to assist should technical issues arise.
- Every room must have a volunteer to support the sessions.
- The rooms should be accessible to people with physical disabilities.

### ***Info desk, meeting point, and exhibitions***

Registration should take place at a **central info desk**, where participants also receive their name tag and lanyards (the latter is provided by the EASM). The information point should have a central and easy-to-find location, so that all delegates can visit every day. Conference attendees should also be able to approach a friendly and knowledgeable local person for conference and, possibly, travel/touristic enquiries.

Changes in the programme, time schedule, and other organisational issues may appear during the Conference. Therefore, a centralised **meeting point** is needed, where people can find up-to-date information. The Conference app should also provide another opportunity to inform and update conference delegates; therefore, all programme changes must be communicated with the EASM Office.

Additionally, a central location should be reserved for potential **exhibitions**, the event sponsors and partners' desks, or other information desks (such as the EASM desk, EASM Summer School desk, etc).

### ***Safety and security***

During the Conference it is necessary to ensure potential contact between the Conference desk and third persons, meaning that the Conference participants' contact details should be available for use in case of emergency. The organiser is responsible for the guests' safety; thus, all the safety and emergency information should be known by the LOC.

If the venue is not a Conference venue on a regular basis, it is possible that the city council and the fire brigade set standards for the prevention of incidents. It is imperative to inform the assistants – especially those responsible – about necessary actions in an emergency.

### ***Accommodation***

Sufficient and adequate accommodation options must be available for Conference participants with this information made clearly visible on the Conference website. The number of delegates should be estimated in advance in order to hold the required hotel rooms. Moreover, the hotels should be located near the Conference venue or have good transport connections to it.

It is also recommended to negotiate special rates with local hotels. One common booking code for this should be arranged and listed on the Conference website.

The LOC does not book the participants' rooms; rather, accommodation costs are covered by the Conference participants themselves and are not included in the Conference fee. The 20–50 participants in the student seminar are an exception, as their accommodation is organised and financed by the LOC. In addition, support is expected with booking hotel rooms for all EASM Board members (approx. 15).

### *Travel connections*

The travel connections to the host city and the venue's accessibility must be considered by the LOC. It is important the Conference venue enjoys convenient and low-cost travel connections, meaning it can be easily reached by public transport (or even by foot) and from the airport. It is preferable that one national/international airport is located at least in the immediate vicinity of the venue. Signposting of the Conference venue is encouraged to simplify delegates' orientation. The Conference website should include information on travel modes and connections, highways and car parking, train connections and stations, and the closest airport, as well as general instructions on how to reach the Conference venue.

Moreover, Conference-related highlights (such as sport facilities) and other places of interest should be easy to reach from the venue. If parts of the Conference (including the student seminars, evening gatherings, etc.) are to be held away from the main Conference venue and cannot be reached by fast and cost-efficient transport, the organisers are expected to provide a shuttle service.

### *Insurance*

The organiser of the EASM Conference must consider different scenarios that could negatively impact Conference delivery. Contingency insurance can help with costs caused by the cancellation or postponement of the Conference. The range of contingency insurance should be adapted to the local conditions of the hosting country and city; policies differ in the covered scenarios and coverage amount. Leveraging contacts to insurance companies from past Conferences can be useful and cost-effective. The organiser's liability insurance is another standard insurance policy for the Conference organising. It hedges third-party liability claims, such as the risk of damage to property, personal damage, logistics claims, etc. All Conference participants should take care of their own insurance, such as travel, medical, or any other. Thus, during the registration process, delegates should be informed that personal insurance is not included in the registration fee.

### ***Feedback survey***

The quality of the EASM Conference should be evaluated by the participants, who should be provided with a feedback questionnaire, distributed to them by email. It is important to prepare the event evaluation survey in advance and to distribute it immediately after the end of the Conference, so that respondents can answer based on recent memory. The results will be made available to the EASM office.

## **4.2 Sustainability expectations**

Conference organisers are expected to integrate sustainability considerations into the planning, delivery, and evaluation of the EASM Conference, and they are expected to do so in close collaboration with the EASM. In particular, organisers commit to the following.

### ***Carbon footprint measurement***

Measure the conference carbon footprint in line with the GHG Protocol, covering at a minimum:

- Scope 1 emissions, where applicable, including direct emissions from sources owned or controlled by the organising entity (e.g., organiser-owned vehicles or on-site fuel use);
- Scope 2 emissions, including but not limited to purchased electricity and energy use;
- Scope 3 emissions, including but not limited to employee and conference attendee travel, accommodation, food and beverage provision, waste generated, and associated social activities

### ***Mitigation strategy and action plan***

Develop and implement a sustainability strategy and action plan aligned with EASM's strategy, aiming to reduce emissions across the identified sources. Where emissions remain, organisers are encouraged to consider appropriate compensation or offsetting measures, alongside broader social sustainability initiatives.

### ***Safeguarding Alignment***

Ensure that all Conference-related activities are fully aligned with the EASM's safeguarding policy, including preventive measures and clear procedures for addressing any related concerns.

### ***Coordination with EASM***

Work closely with the EASM Sustainability Team and the EASM Office throughout the planning and delivery of the Conference to ensure alignment with the priorities and expectations set by the EASM Board.

### ***Stakeholder engagement and communication***

Actively engage Conference participants by clearly communicating sustainability objectives, actions, and expected behaviours Foster shared responsibility and awareness in attendees.

### ***Sustainability reporting***

Prepare a concise sustainability report summarising the main environmental and social impacts of the Conference, the measures implemented, and key lessons learned. This report shall be submitted and presented to the EASM Board following the Conference.

In relation to the above requirements, it is recommended that bidders prepare:

- Plans for local agency/government partners and community cooperation and engagement.
- A waste management plan (Food/Paper/Plastic/Energy).

A refuse, reduce, reuse, and recycle mentality should be adopted. All printing should be minimised, if not eliminated, as part of the production of the event and operations of the Association. Programmes should not be printed, any necessary signage should be designed to be used year to year, and any giveaways to attendees should be in electronic rather than printed format. Giveaways by sponsors (e.g., shirts, mugs, etc.) must be avoided.

The conference site should only provide reusable materials (coffee cups, plates, flatware) and prioritise locally sourced, seasonal foods. Preference should be given for menus with limited animal protein options. All events should be plastic free when feasible. Scoring for site selection should give preference for sites using renewable energy. Strategies for minimising waste in connection to the social events (e.g. due to no-shows) should be considered.

- A site selection process that considers impacts of location (i.e., accessibility to public transit) and accommodation and venue environmental certifications.

Site selection will be tremendously important to reduce the overall environmental impact of the conference. Sustainable transport alternatives to the destination (city) must be presented.

Venue selection should place priority in ranking locations that are easily accessible by less carbon-intensive transport – walking, bicycle, train, etc. Social events/activities should be within a comfortable walking distance to locally owned and operated venues. Officially endorsed accommodation should also be prioritised based on environmental certifications.

- Information on sustainable travel connections. The nearest train stations should be highlighted, public transport options from the nearest airports described, and ideally a plan should be presented that incentivises green travel.
- A pricing plan that ensures the Conference remains accessible to all members, including students, faculty, and industry. Environmental footprint assessments can inform ways to include carbon offsets into members' registration fees (in general) and for Conference attendance. The pricing plan has to take the format scenarios above into consideration. Flexible packages and add-ons could be a way to minimise waste in connection to the social events (e.g., due to no-shows) – see above.
- A sponsorship/commercial plan that finds alternative cooperations and sources of income to make the event financially sustainable. It is linked to the pricing plan above.

### 4.3 Conference programme

The various aspects of the Conference programme (academic, public engagement, and social) are detailed below.

#### *Academic programme*

As the timetable example from the 2023 Conference in Belfast shows (see Table 2), the academic programme includes:

- Keynotes;
- Parallel sessions (i.e., scientific or professional practice presentations), normally eight to ten;
- Workshops;
- Poster sessions;
- Possible thematic symposia.

The complete programme example from the EASM 2023 Conference in Belfast can be found in [Appendix 6.2](#). It is important to mention that any changes from that time schedule should be discussed together with the EASM Scientific Committee and EASM Office, and they must be approved by the EASM Board.

Table 2: Example timetable based on the EASM 2023 Conference in Belfast

Time	WEDNESDAY SEPTEMBER 13 <sup>th</sup>									
8:30-9:00	Conference Opening Welcome from EASM 2023 LOC Co-Chairs Dr Paul Donnelly and Dr Rachel Telford Opening Address Professor Paul Bartholomew, Vice-Chancellor Ulster University Welcome Professor Vassil Girginov, EASM President (Grand Ballroom)									
9:00-10:00	<b>Keynote 1: Professor Simon Shibli, Professor of Sport Management and Head of Centre, Sport Industry Research Centre, Sheffield Hallam University, England</b> (Grand Ballroom)									
10:00-10:30	<i>Coffee and Tea Break</i> (Exhibition Centre)									
Block 1	<b>Amsterdam 1</b>	<b>Berlin 1</b>	<b>Copenhagen 1</b>	<b>Copenhagen 2</b>	<b>Dublin 1</b>	<b>Dublin 2</b>	<b>Rotunda</b>	<b>Grand 1/2/3</b>	<b>Grand 4/5</b>	
10:30-12:30	Sport Marketing and Sponsorship	Sport Media and Communication	Sport Events	Sport Consumer Behaviour	Sustainability and Sport Management	Sport Management Education	Strategy Leadership and Stakeholder Management in Sport	Sport Governance and Policy	Diversity and Inclusion Issues in Sport Management	
12:30-13:30	<i>Lunch</i> (Exhibition Centre)									
Block 2	<b>Amsterdam 1</b>	<b>Berlin 1</b>	<b>Copenhagen 1</b>	<b>Copenhagen 2</b>	<b>Dublin 1</b>	<b>Dublin 2</b>	<b>Rotunda</b>	<b>Grand 1/2/3</b>	<b>Grand 4/5</b>	
13:30-15:30	Sport Marketing and Sponsorship	Sport Media and Communication	Sport Events	Sport Consumer Behaviour	Sustainability and Sport Management	Sport Management Education	Strategy Leadership and Stakeholder Management in Sport	Sport Governance and Policy	Diversity and Inclusion Issues in Sport Management	
15:30-16:00	<i>Coffee and Tea Break</i> (Exhibition Centre)									
Block 3	<b>Amsterdam 1</b>	<b>Berlin 1</b>	<b>Copenhagen 1</b>	<b>Copenhagen 2</b>	<b>Dublin 1</b>	<b>Dublin 2</b>	<b>Rotunda</b>	<b>Grand 1/2/3</b>	<b>Grand 4/5</b>	
16:00-18:00	Sport Tourism and Leisure Management	Sport Funding and Finance	Sport Events	Sport Consumer Behaviour	Sustainability and Sport Management	Sport Management Education	Strategy Leadership and Stakeholder Management in Sport	Sport Governance and Policy	Diversity and Inclusion Issues in Sport Management	
16:00-18:00	ESMQ Editors Workshop (Closed Meeting) Penthouse Suite									
19:00-21:00	<i>Social Evening – St. George's Market</i>									

The following timing is recommended:

- Parallel sessions: 60/80/100 minutes including Q&A time (parallel sessions: 12 minutes for presentation time and 6 minutes for questions and discussion);
- Workshops: as designed by the conveners (and acknowledged by the Conference Scientific and Programme Committee/Chair);
- Posters: can include a brief oral element (about 3 minutes) allowing presenters to attract interest to their work;
- Keynote speech: 30 to 60 minutes and Q&A time.

Keynote speeches and plenary sessions must not overlap with any other presentations. Therefore, it is recommended to discuss the timing of the keynote speeches with the EASM Office and EASM Scientific Committee.

The LOC should select two keynote speakers subject to approval by the EASM Board. The maximum number of keynote presenters is three (one of whom is that year's winner of the Chelladurai Award). During the selection process, the LOC should pay attention not only to the individual's profile and their academic and professional experience, but also to equality and thus they will ensure a fair representation of gender, age, nationality, and race. The final decision regarding the keynote speakers rests with the EASM Board.

### *Public engagement programme*

Parts of the Conference programme should be designed to attract delegates from different sport organisations and businesses from the sports industry to advance fruitful meetings and exchange between researchers and professionals. This tradition started in Bern 2017 and Malmö 2018, and the so-called Thematic Symposia were designed in this way. The LOC is strongly encouraged to design and implement other public engagement activities before, during, and after the Conference, such as meetings with the media, local academic sport management community, and researchers from other fields.

### *Social programme*

The aim of the social programme is to encourage networking among the Conference participants and to ensure that there is enough time for discussing scientific or professional practice outside the presentations. Several evening events must be offered, the minimum being the Opening Ceremony, Cocktail Evening, and the Closing Banquet.

The Conference officially starts with an **Opening Ceremony**. Traditionally, this includes welcome speeches by the EASM President and local organisers and it continues into the social programme to bring the Conference participants together. The EASM General Assembly should not conflict with any other sessions to ensure that everybody can attend.

City tours or other cultural and sporting events might take place during the Conference. Organisers are also encouraged to offer physical activity opportunities (e.g., a moderate and inclusive morning run).

The most essential social event is the **Closing Banquet** on Day Four, where the whole Conference is drawn to a close in a celebratory atmosphere. A formal dress code should be in place for the closing banquet, with the organiser to inform the Conference participants of any event dress codes in advance.

The Annual General Meeting (AGM) or closing banquet is also where most of the conference-related awards are granted. These have been established by the EASM to recognise the outstanding contributions to its annual Conferences. The following awards are granted: EASM Best Conference Paper Award; EASM Best Conference Reviewer Award; ESMQ New Researcher Award (NRA); ESMQ Best Reviewer Award; EASM Distinguished Service Award; Chelladurai Award; and the Student Seminar Winner Group

A 'flag ceremony' also takes place at the closing banquet. This includes a 'thank you' speech to honour the local organisation by the EASM President and the handover of the EASM 'flag' and/or 'baton' from the previous Conference organiser to the new one.

## 4.4 Catering

### *Catered events*

Conference catering is needed for coffee breaks, daily lunches, and special evening events. There should be two coffee breaks (one in the morning and one in the afternoon) and one lunch break and per day. The **coffee break** catering consists of coffee, tea, non-alcoholic beverages, and snacks. Based on the experience from previous Conferences, an appropriate timing for the coffee break is 30 minutes, with 60 to 75 minutes for the daily lunch. The **daily lunch** is served during the three main Conference days. It is recommended to provide a three-course buffet lunch, with a varied choice of meals (meat/fish, vegetarian options, light meals/salads, etc.). To give the Conference participants a culinary impression of the host country, a small choice of local food and beverages is also encouraged. The Conference organiser is also encouraged to pay attention to sustainability issues in terms of avoiding food waste and environmental degradation in any form (see 4.2).

The **evening programme** stipulates three events and one leisure evening. On Day One, the opening ceremony takes place and must be followed by a Welcome Party with alcoholic and non-alcoholic beverages and a snack buffet or finger food. On Day Two or Day Three, an additional casual evening event with some snacks and drinks takes place. The Closing Banquet is the most important evening event of the EASM Conference and it must be held on Day Four. It is advisable to offer a choice of regular menus, vegetarian, and vegan menus. During the registration process each participant's dietary needs/meal selection should be queried. The whole range of catering should be arranged with consideration to costs, with possible catering sponsors for evening events or daily lunches and coffee breaks.

In order to avoid unnecessary food waste, the organisers are encouraged to communicate with the previous Conference organisers regarding their experiences of no-shows in order to calculate the correct amount of servings. Furthermore, the organisers should ask that participants, as soon as they know their travel schedules, cancel meals they will not attend. The organisers are encouraged to have a minimum waste goal.

### **Selection process**

During the selection process, full package offers of different potential caterers should be considered and compared. The quality and variety of food, costs, and sufficient staffing during the conference should be the main criteria for selection. If one caterer cannot offer all-in-one catering packages, then additional caterers should be involved. Finally, the catering selection depends on the caterer's expertise, the variety of food offered, and financial conditions. In consideration of possible quantity discounts, it is recommended to hire the same caterer for the EASM Conference and the student seminars.

## **4.5 Marketing and communication**

It is strongly recommended that the LOC develop a coherent and comprehensive Conference communication plan and appoints an editor to ensure that all promotional materials and activities meet the expected standards for professionalism including design, content, language, and presentation style.

### **Website**

The Conference website is the main platform for sharing information about the event. The home page has a predetermined web address format; for example, <https://easm2023.com>. It is necessary to launch and publish the website during the prior Conference.

The website content is also predetermined and should include the following items:

- A home page, with welcome words and the EASM Logo;
- A link to [www.easm.net](http://www.easm.net);
- The Call for Papers and guidelines;
- A registration link;
- Conference information (keynotes, venue, programme, instructions for presentations, Book of Abstracts, social programme);
- Student Seminar information and PhD Student Seminar information;
- Travel information (accommodation, transport, visa information, key attractions, etc);
- A list of partners and sponsors; and information for potential partners and sponsors (facts and figures, target groups, media and PR);
- A link to the *European Sport Management Quarterly* (ESMQ);
- Important deadlines;
- Committees and contact information;
- Additional information (information about the host city, etc).

Colours and logo images should comply with the latest logo updates within the EASM brand manual. An example of the EASM 2023 Conference website is shown below. The menu bar contains all the features mentioned above and makes it easy to navigate.

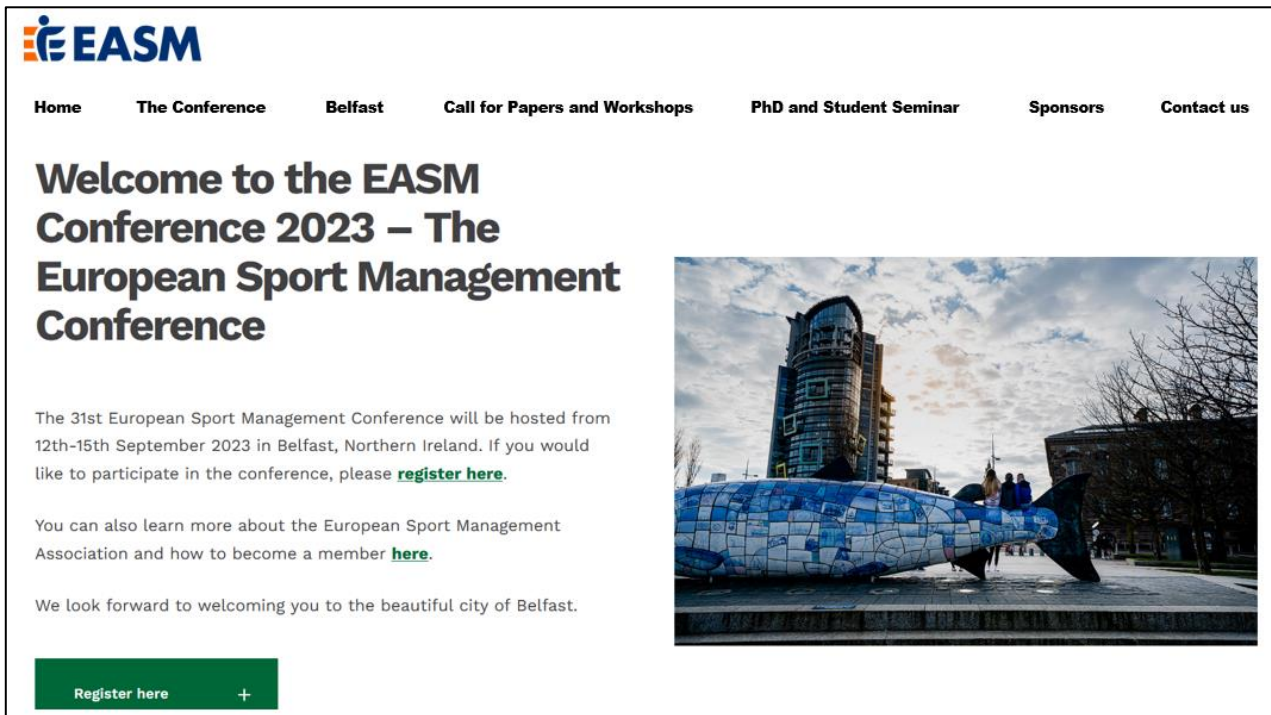


Figure 2: Example conference website: EASM 2023 Conference in Belfast

### **Additional communication channels**

Other sources of communication and promotion for the Conference organiser include newsletter and social media promotion. The newsletter is distributed by the EASM Office to all EASM members to inform them about the next Conference. Social media campaigns are valuable for the EASM Conference promotion. EASM has its own *Instagram (easm\_net)* and *LinkedIn conference account (EASM conference – HOSTING CITY YEAR)* that should be used to promote the Conference. Advertising collaboration with other relevant conferences is beneficial; for example, mutual promotion both online (social media and newsletter) and offline (during the conferences) can be agreed with other regional Sport Management Associations (NASSM, SMAANZ, WASM).

### **Communication plan**

A communication plan simplifies and structures the organisational process. It is important to attract not only international but also national researchers, decision makers from national and international sport organisations, and sport business professionals. The communication plan should consider both national peculiarities of the host country and the international requirements of the EASM. The post-marketing responsibilities include uploading presentations, videos, and images to market the legacy of the Conference. The LOC must submit a Conference report to the EASM Board by the end of November of the same year.

## 4.6 Registration process

Registration for the Conference is done online using the registration link on the Conference website. Registration is managed using the *Conference Management Tool (ConfTool)* and is the responsibility of the participants.

The online registration should open five to six months prior to the Conference. It is expressly recommended that a reduced fee be charged for PhD students participating in the conference.

An early bird rate should be accessible until three weeks after decisions regarding the abstract acceptance are made. The registration fee is lower for those participants who have registered as early birds. If the payment is not received within 14 days after the early bird deadline, the normal fee is charged.

All fees for the Conference registration should preferably be paid in EURO (€), but the LOC can offer the option to use the national currency too. Participants are responsible for any additional bank charges.

Upon receipt of the correct registration fee, each attendee must be sent a confirmation of the registration including an appropriate receipt. Consequently, the organiser must notify the participants of the cancellation and refund policy. All cancellations must be submitted to the LOC in a written format. The following refund policies might be used as a guideline for cancellations:

- Two months prior to the Conference → €100 withheld for administrative costs;
- Two months to one week prior to the Conference → 50% of the fees are reimbursed;
- One week prior to the Conference, during, or after the Conference → no refund is processed.

Instead of registration cancellation, the registration can be transferred to a colleague at any time. However, a fee of 30 EUR can be charged for the name change.

All registrations received at least one week before the Conference should be included in the list of participants.

It is highly recommended to offer a registration guideline for the Conference participants, which includes guidance and instructions on how to use ConfTool. Participants are expected

to be available for the entire duration of the conference; late arrival or early departure will not be grounds for reimbursement of costs.

Important dates and precise deadlines must be mentioned on the Conference website. There are several registration deadlines: as a guideline, the approximate deadlines are summarised in the table below:

<b><i>Deadline</i></b>	<b><i>Time</i></b>
Online opening of the Call for Papers	Mid-January
Abstract submission	Mid-April
Start of online registration	February
Review and abstract acceptance deadline	Beginning June
Early bird registration ends	End June
Latest registration for presenting authors	Mid-July

## 5 EASM STUDENT SEMINAR AND EASM PHD STUDENT SEMINAR



## 5.1 EASM Student Seminar

The EASM Student Seminar is a pre-Conference gathering consisting of international sport management students. It takes place on the four days prior to the main Conference. For example, the 2023 EASM Conference in Belfast ran from 12 to 15 September and the Student Seminar from 9 to 12 September. Both the Student Seminar and EASM Conference are included in the Conference fee for the Student Seminar participants.

### *Aims and target group*

The overall intention is to enhance sport management students' managerial skills in practice while cooperating in an international environment. Furthermore, given the number of leading experts and established researchers, the EASM Conference is a great opportunity for the students to build their professional network.

The EASM Student Seminar is aimed at bachelor and master's students; the LOC should clearly define and communicate this prior to accepting enrolments. Students should have an appropriate level of English language skills; bachelor-level students should be at an appropriate level in their studies.

Organisers are advised to have students from the host organisation/s involved, both as participants and as volunteers. They can guide the students, provide local tours, and interact with the visiting students.

Organisers should consider how to attract a wider range (nationalities) of students? The existing EASM Student Seminar policy to accept a maximum of five students from each university may need to be put under scrutiny as some universities (and countries) have a history of quickly filling up these spots. It is always favourable to have universities recurrently sending students, but to maintain diversity in nationalities, a further restriction on available spots for each university/country might be advised or the number of student participants could be increased.

Organisers should also consider how a large number of students be given access overall? Erasmus framework agreements between the host university and future hosts can, for example, provide funding opportunities for travel allowances.

## Programme

The Student Seminar educational programme consists of a management game, team project(s), lectures, and workshops related to the topic of the project(s). The EASM Office usually gives a brief introduction to the association on the first day of the seminar. The wider programme should also include field trips, study visits, and social events. From previous feedback received, it is recommended that the LOC thoroughly consider the length of the Student Seminar activity days and the mixture of social activities, lectures, and group work. The schedule for the EASM 2023 Student Seminar in Belfast is shown in table 3 as an example.

*Table 3: Example schedule of the EASM 2023 Student Seminar in Belfast*

	Ulster University	EASM <small>EUROPEAN ASSOCIATION FOR SPORT MANAGEMENT</small>							
<b>31<sup>st</sup> European Association for Sport Management Conference</b>									
<b>Student Seminar Programme</b>									
Time	Friday 8th September	Saturday 9th September	Sunday 10th September	Monday 11th September	Tuesday 12th September	Wednesday 13th September	Thursday 14th September	Friday 15th September	Saturday 16th September
Seminar	Student Seminar					Main Conference			Departures
07:00		breakfast at hotel	breakfast at hotel	breakfast at hotel	breakfast at hotel	breakfast at hotel	breakfast at hotel	breakfast at hotel	
08:30									
09:00		Guided walk to the Mac	Bus to Ulster Uni Jordanstown Sports Village	Guided walk to UU Campus	Final prep work @Mac				breakfast at hotel
10:00		Introduction to student seminar and overview of management game	Guest Talk - Mixed Ability Rugby (the hub)	Ulster University School of Art - Sustainability Project					
10:30		Morning tea			Morning tea				Check out from hotel before 11:00 a.m.
11:00		Overview of disability studies and sport management 2 and additional group work	Practical Activity with Mixed Ability Rugby		Conversation with Keynote Prof Simon Darcy (TBC)	EASM Conference	EASM Conference	EASM Conference	
12:00			Group work	Lunch at UU Belfast	Presentations				
13:00		Lunch at the Mac	Lunch at JSV	Bus to Irish Football Association National Stadium and Tour	Lunch at the Mac				
14:00		Disability studies and additional group work	Game of Three Halves	Overview of Access Elements at the Irish Football Association: Jason Browning DLO	Presentations				
15:00		Afternoon tea			Afternoon tea				
15:30	Arrivals & Hotel Check In (Hampton by Hilton Hotel - 15 Hope St, Belfast BT12 5EE)	Group work			Panel Discussions				
16:00		Free-time	Bus return to Hampton by Hilton	Bus return to Hampton by Hilton	Announcement of results and close				
17:00	Registrations open at Hampton by Hilton Hotel	Bus to SEE Arena	Free-time	Free-time				Free-time	
19:00	Buffet dinner at Hampton by Hilton* * Menus Available for Late Arrivals (Hotel Reception/Room Service)	Dinner & Social Activity Ice-Hockey Champions League Game Belfast Giants v HC Bolzano  (SEE Arena) * * Buses Return to Hampton by Hilton at 22:00	Dinner at Common Market and free evening to follow	Buffet dinner at Hampton by Hilton	Free-time	EASM Social Evening at St. George's Market	Buffet Dinner at the Hampton by Hilton Hotel	Buses to Titanic at 7:00  19:30 Gala Dinner @ Titanic Belfast Buses Return to Europa at 11 and 12:30	
					19:30 Welcome Ceremony at Belfast City Hall				

### **Management game**

The management game is intended to foster networking, learning from other disciplines, meeting new cultures, time management, group decision making, negotiating, and collaborating. Future organisers are encouraged to have a continuous focus on maintaining the right balance between EASM Conference standards and students' academic levels. Organisers are advised to have a higher lecture to excursion ratio during the first days, then more group work during the latter days.

The game's topic should make the students think broadly and critically regarding issues related to sport management. It encourages students, under time pressure, to acquire time management skills – important for project work in most academic and professional settings.

For the game, students are divided into groups of five (maximum). These should be arranged for diversity in nationalities and university where possible to provide an international arena for networking. The students are hence part of an international learning environment that stimulates collaborations and networking across borders. The management game concludes with 15-minute presentations during the final day of the Student Seminar (attended by the EASM Student Representative). The winning group is announced during the final banquet, where they receive an award. The LOC must provide certificates to all participants and a special prize to the finalists.

The management game presentations will be assessed based on the following criteria:

- Innovative, creative suggestions for integration and/or inclusion;
- Practical implementation and real-world achievability;
- Critical and problematised reflections regarding integration, inclusion, and exclusion;
- Theoretical and practical interplay.

### **Marketing, communication, and the mailing list**

Marketing and communication should follow the instructions given in section 4.5. The LOC will oversee the Conference website which must maintain a well-developed section for the Student Seminar. An example of an advertisement for the student seminar is shown in [Appendix 6.3](#), based on the conference in Belfast in 2023.

Seminar participation is often encouraged by the students' respective academic institutions, and thus it is important to provide information as early as possible prior to the start of the Student Seminar. When all students have registered, it is advisable to set up a mailing list

and the LOC should use this to send out an email with general EASM information and specific EASM Student Seminar information (programme, management game rules and group members, a reading list, etc.). This should also be posted on both the EASM 20XX website and on the Student Seminar digital platform weeks before the start of the Student Seminar. This provides the students with the opportunity to initiate their group work.

Additionally, information related to accommodation, transportation (including the seminar venues and instructions on public transport), dress codes, food, sport, leisure, weather, etc. should also be provided.

When communicating the Student Seminar information, the event organiser should:

- Post the registration link and deadline on the Conference website.
- Clarify what is included in the accommodation for both students and tutors. It is also important to communicate alternatives for tutors if they do not wish to stay in the same accommodation as the students.
- Ensure collaboration between the LOC and the Student Representative so that the schedule and programme allow for students' perspectives.

### *Tutors*

Tutors are significant resources for the students during the entire EASM Student Seminar as they provide important guidance and share their expertise and knowledge. It is important to decide how many students and tutors the local organiser can have in the programme before the registration opens.

During every group-work slot, students should be encouraged to go to the 'tutors lounge' to report on progression and to get feedback, encouragement, and tips from tutors. This is to ensure that the group work is moving in the right direction and with sufficient support.

Tutors themselves are learning, and thus networking and discussion with other tutors (e.g., benchmarking from their best practises) will be beneficial. Their involvement in the group work stages and during lectures/field trips is greatly appreciated by both tutors and students. For between 45 and 50 students (including the host university students), only five tutors are needed. It is preferable to recruit tutors from different countries. Tutors should be informed of the cases and what is expected of them well in advance; preferably in March, but definitely before the summer break starts (1 July). Tutors can be asked to deliver a lecture on one topics, depending on their expertise.

### *Accommodation*

During the Student Seminar, students stay at a hostel or hotel near the Student Seminar facilities. The following accommodation information should be available on the Conference website:

- Address and location of the accommodation;
- Rules and guidelines;
- How to reach the accommodation from the airport or train station;
- What is included in the accommodation (linen, towels, etc).

Tutors should be informed about their accommodation options; for example, offering the possibility to stay in one of the Conference hotels for an extra fee.

Students can be accommodated in twin rooms (separated by gender). Tutors should be given single rooms.

### *Meals*

Meals (breakfast, dinner, and lunch) are included in the Student Seminar fee and the LOC is responsible for organising meals in appropriate venues. Any food intolerances should be checked in advance, and vegetarian/vegan food should also be offered.

### *Feedback survey*

The local organiser should conduct a feedback survey of the overall evaluation of the Student Seminar. Feedback from the students regarding the tutors should also be disseminated to the tutors.

## **5.2 EASM PhD Student Seminar**

The PhD Student Seminar is a two-day international seminar that is held prior to the Conference. The seminar aims to gather doctoral sport management students from all over the world for mutual discussions and presentations of their research projects. PhD students must apply for approval, with (currently) capped at 20 participants). Doctoral students from sport management or closely related fields are eligible to apply. The application form should be available on the official Conference website. Registrations are submitted in ConfTool; however, applications are handled beforehand by EASM's PhD seminar convenors. They are also responsible for the content of the seminar.

## 6 APPENDIX (UPON REQUEST)



To ensure the concision of this document, sections

**6.1 Proposal for EASM 2023 in Belfast**

**6.2 Full schedule for EASM 2023 in Belfast**

**6.3 Advertisement for EASM Student Seminar 2023 in Belfast**

have been transferred to a separate file, which contains all relevant material relating to the Belfast 2023 best practice example. This is available on request.