

2015

Opening Ceremony of the Olympics

Haley Holmes
Concordia University, Saint Paul

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**CONCORDIA UNIVERSITY, ST. PAUL: ST. PAUL, MINNESOTA: DEPARTMENT
OF KINESIOLOGY AND HEALTH STUDIES**

Opening Ceremony of the Olympics

**A GRADUATE PROJECT
SUBMITTED TO THE GRADUATE FACULTY
in partial fulfillment of the requirements
for the degree of
Master of Arts Degree in Sport Management**

**by
Haley Holmes
St. Paul, Minnesota
June 2015**

Dedications

I am dedicating this thesis to my parents and fiancé; without them I would not have been able to complete this Master's program. Their continuing love and support throughout the past eighteen months has pushed me and challenged me to become the best student possible. I am extremely grateful to have such caring and loving people in my life.

Abstract

The most competitive athletes from across the world come together every four years to battle for the gold medal. The Olympics began in 1896 in Athens, Greece, and has become a worldwide tradition ever since. Organizing the Opening Ceremony of the Olympics' takes a special team as well as many extraordinary managers that can handle the pressure, stay positive, and communicate with the various culture and language differences. The Opening Ceremony of the Olympics has been my choice of research topic for the past eighteen months, examining all phases and the event as a whole. Covering the history, marketing plan, employee management, risk management, and ethical analysis are all topics of the 2016 Summer Olympics Opening Ceremony in Rio, Brazil that are discussed throughout the following paper.

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Chapter One: Organization Introduction

The Summer Olympics come and go every four years as the best athletes compete at the highest level of competition in the world. Each Olympic event begins with an opening ceremony featuring a spectacular parade of the competing countries' flags and athletes hosted by the host country. Before the 42 sporting events are contested, the 2016 Rio Opening Ceremony will be presented the night before the first day of competition. Among the ceremony there will be 10,500 athletes from 205 countries that will parade in the first Olympics games in South America (Rio, 2015).

Mission Statement

The mission statement for the Opening Ceremony is inviting and appealing to individuals all over the world. The Opening Ceremony of the Olympics presents cultural differences, promotes world peace, gives hope to future athletes, and brings countries from all over the world together. This mission statement for the Opening Ceremony of the Olympics is a ground setting statement that is in place for the world to learn and grow together. Excellence, friendship, and respect are the Olympic values that are presented throughout the ceremony as well as throughout the 17 day event.

History

The Olympiad is the four year cycle between each summer games, which stems from the first modern Olympic Games that took place in Athens, Greece, in 1896 which was initiated by Baron Pierre De Coubertine (Rio, 2015). Becoming an Olympian is more than competing for the gold; the athletes must take pride in their country, and promote the lifestyle and culture within that nation.

The International Olympic Committee known as the IOC, has an immense influence in the authority of the games and controls many decisions in the Opening Ceremony of the Olympics. The Country of Brazil and the IOC have been working diligently together since October 2009 in order to make the Opening Ceremony, Olympics, and Paralympics successful events in 2016 in Rio. Just like in any business, a hierarchy is needed within these events, individuals know the role they play in the event and the tasks that must be completed. The Opening Ceremony is constructed in many meetings, seminars, and conferences throughout the course of planning the events. A tall organizational structure is best for this type of event because of how large the occasion is and the several layers of communication needed. Information flows from the top down; therefore, it is a slower procedure, but is necessary within this type of event (Magloff, 2015).

The ceremony used to be solely about the athletes and the traditions and symbols that the Olympics uphold. Now the IOC has turned the attention to the performers, such as jugglers, aerobatics, and dancers. The ceremony has become more of an entertaining show rather than the celebration of the athletes and remembrance of the traditions. An example that the ceremony has become more amusing includes the director of the Beijing Opening Ceremony, Zhang Yimou who rehearsed an average of 16 hours a day; one even lasted 51 hours (Farber, 2012). Many believe this has been taken too far, and the time, and entertainment put into the ceremony is unnecessary. Olympic Opening Ceremonies should be about the host nation, the history, and the traditions and symbols that have been a part of the Olympics from the very beginning (Smith, 2000). In the 2000 Sydney Olympics, the Opening Ceremony stunned many viewers and athletes all over the world because it was not the traditional ceremony as expected. 1,000 tap dancers filled the floor and began an unforgettable routine. While when the country of Australia comes to mind many think

kangaroos, instead the host nation presented a 50 foot jellyfish, and 20 foot tin cans rolling out of control. Some believe they should have stuck to tradition; others support the move was risky, but memorable (Cashman, 1999). Perhaps the three hour ceremony is dreadful for some athletes as they prepare for the biggest stage of competition in the world. Many athletes have contemplated skipping the ceremony to save their energy for their competition. Taking pride in one's own country and being respectful of others is what the Opening Ceremony of the Olympics is all about. No matter what crisis or disagreements going on in the world every four years for 17 days citizens forget the differences and become a part of a global family. During the Olympics language can also become a huge barrier and hard to overcome, symbols help overcome the language obstacle and help bring the world together as one vast universal family.

Traditions

Symbols have been passed down from generation after generation making the Olympic tradition's as big as the actual Opening Ceremony. Many recognize the symbols but few know the meanings behind the symbols. For example, the five Olympic colored rings represent the continents of the planet. One symbol that is easily forgotten about is the Olympic postage stamps, which brings a sense of culture to the games and connects one another throughout the world. The Olympic Motto has also been part of the Olympic history and has been a part of the athletes' oath. The Olympic Motto remains, *citius, altius, fortius*, which means swifter, higher, stronger (History on the Net, 2014). The Olympic torch symbolizes the link between the ancient and modern games; many did not know but before the 1896 games, 1500 years earlier were the ancient games held in Olympia, Greece (Rio, 2015). The symbols' and traditions are relived every four years and will continue to be learning experience for children and families of all ages to learn about.

Conclusion

The mission statement, history, and traditions of the Opening Ceremony of the Olympics are unique and known worldwide. Traditions have been passed down each decade and continue to be the core of the Olympics, how they began, and what they stand for around the world. The history of the Opening Ceremony and the Olympics remains a learning experience for many young children and families around the world.

Chapter Two: Event Introduction.

Every four years, countries across the world come together to compete in what is known as the toughest competition on earth (Cashman, 1999). The International Olympic Committee chooses the country of Rio as the 2016 host country of the Summer Olympics. The 2014 World Cup took place in Rio which was an excellent assessment for the host city (Mitra, 2014). Rio was evaluated on how well the World Cup went and plans were put into place in order to improve on areas that the World Cup lacked. The IOC took many factors into consideration before they decided where the Olympics would be held such as location, safety, climate, political status, and overall appearance of the city. The country and the event organizers will be welcoming millions and needing the necessary amenities to host a massive amount of people (Olympic Movement, 2014).

Location

The 2016 Summer Olympics will take place in Rio De Janeiro, Brazil and will be held August 5th through August 21st. Many countries present to the committee which is called host bids and present why their country would be perfect to host the Olympics. There will be 33 competition venues' that will be spread across four regions of the city of Rio (Rio, 2015). According to 2016 Rio Spectator Experience Manager Helio Cabral, the regions offer various entertainment options, tourist attractions and gastronomy for all tastes. Focusing daily activities will optimize your time by avoiding journeys and ensure a complete experience (Rio, 2015). The four types of zones' that the Rio Summer Olympics has to offer include Barra, the heart of the games, Deodoro, which is defined as elegance and where calm meets fast and loud.

Maracana is known as an iconic venue with samba spirit, and Copacabana, recognized for open air sports and stunning scenery (Rio, 2015). The Opening Ceremony will be held at the soccer stadium known as the Maracana Stadium on August 5, 2016.

Improvements

The country of Brazil at this time has a little over a year in order to get ready for the Opening Ceremony of the Olympics. At the end of September 2014 the IOC made their seventh visit to the city of Rio De Janeiro to assess the Olympic preparations and progress. At this time, the Olympic organizers had approximately one year to complete the necessary venues. A few concerns the IOC addressed included metro line, golf course, and rising levels of sewage.

Construction of a key metro line that will link with high speed buses to ferry spectators to the Olympic Park at Barra is not scheduled to finish until May 2016 which is very close to the start date of the Olympics. Other than being on schedule one other concern that is arising is the levels of sewage at Guarana Bay. There are also major concerns over the behind schedule golf course and the sailing venue at Guarana Bay, which contains dangerously high levels of sewage.

Agberto Guimarães, Rio 2016's executive director of sport and Paralympic integration stated, "We are very confident it will be perfect for the test event. We would not think about risking the health of the athletes if a sailor falls into the water. We have two meetings a week with state authorities to make the water cleaner" (Gibson, 2014, p. 2). The President of the Rio 2016 Organising Committee, Carlos Arthur Nuzman, said: "Our commitment to our mission of organizing excellent Games with memorable celebrations remains intact. With the IOC's guidance and the help of our sponsors, we have the confidence we need. It is very rewarding when we look around and see our partners from the city, state and federal governments, building the Games with us." She continued: "As we enter the final two years of preparations, we are able

to see that the core works are progressing at full speed, particularly in venue construction, where we have been receiving solid development reports” (Olympic Movement, 2014 p.3).

Budget

One of the most important factors when planning an event like the Opening Ceremony includes having a budget, and trying to stick with the budget when problems arise. Staying on target within a budget and timeline is also crucial. The budget for Rio includes seven billion Brazilian real, which converts to roughly \$2.3 billion dollars in U.S currency. Please see Figure 1 in the Appendix. The budget, which Rio says will be drawn from private sources, in the form of sponsorship, tickets sales, licensing and the IOC contribution is still much less compared to London 2012 and Sochi 2014 at \$14.6 billion and \$51 billion (Goddard, 2014). Please see Figure 2 in the Appendix. The final quarterly economic report published by the UK government's Department for Culture Media and Sport (DCMS) said the overall cost of delivering the Games was \$14.3 billion (Herman, 2012). This is a substantial cut in the budget from pervious Olympics; Olympic Organizers in the city of Rio are trying to prove that the quality of the events and venues can be held to a budget yet still be spectacular (Goddard, 2014). Please see Figure 3 in the Appendix.

Amenities

Some of the amenities that are included into the 2016 summer games include waterless urinals, underground parking, and solar panels. When on a budget using the environment as an advantage and thinking long term are all necessary factors when constructing a large event. Most urinals use between one to three gallons of water for each flush where as a waterless urinal truly uses no water at all. The cost of a waterless urinal is no more than a regular urinal, cost is in-

between \$250 to \$1000 apiece, and one waterless urinal can save about 3,250 gallons of water a year (Sailor, 2014). “In other words, waterless urinals are no more or less expensive than traditional toilets. Also, some municipal water systems will give you a rebate for installing them as an incentive to decrease demands on the local water supply” (Sailor, 2014, p 3). Building an underground parking lot will allow more room above ground, and also because of the climate in Rio it will save on energy. Vehicles can quickly heat up; therefore if automobiles are underground the cooler they will stay. According to the National Highway Traffic Safety Administration, cars parked in direct sunlight can reach internal temperatures up to 131° F - 172° F when outside temperatures are 80° F – 100° F. Within the first 10 minutes the temperature in an enclosed vehicle will raise an average of 19 degrees or 82 percent (National Highway Traffic Safety Administration, 2014).

Buildings and stadiums have invested in solar energy because it is a free source of energy and found in abundance (Sailor, 2014). Solar energy produces no pollution, has no environmental effects, and is ecologically acceptable (Conserve Energy Future, 2014). One disadvantage of having solar panels on the roof is the cost, the average cost to install solar panels on a regular sized house is around \$23,000, however some are seeing the payback period in as little as four to six years (Rogers, 2014). Many companies are offering leasing programs, zero percent down, and excellent interest rates in order to make solar panels affordable for residents as well as buildings within the community. In 2005, the average cost to install a rooftop solar panel system was \$40,000, over the last decade prices has dropped dramatically making it more affordable for the middle class (Rogers, 2014). Environmental friendly alterations to the construction plans will support and benefit the Olympics as well as the entire city of Rio De Janeiro.

Brazil will continue to host major events in the world and having trustworthy amenities will only encourage more athletes and fans into the country to visit and partake in the events and programs.

Conclusion

An event as enormous as the Opening Ceremony of the Olympics is the core of the sports industry. The first Olympics in Athens, Greece defined the beginning of the sports industry and having competitive events to partake in and distribute medals, records, and awards to the winning athletes. Since the Olympics in Greece to the future event in Rio 2016, millions of people look forward to the Opening Ceremony of the Olympics' every four years. The location, budget, and amenities being offered at the Rio Olympics will not only impact the Ceremony and games but also for future events being held at the venues' and stadiums throughout Brazil.

Chapter Three: Marketing Plan

The marketing plan for the Opening Ceremony of the 2016 Rio Olympics examines the event and explains the planning process that is necessary (Anderson, 2015). The Opening Ceremony of the Olympics sets the stage for the remaining events through the next few weeks. The time, money, pride, and loyalty put into the Olympics and the Opening Ceremony can forever impact fans, coaches, and athletes around the world (Appelbaum, 2014). The Opening Ceremony of the Olympics mission statement presents cultural differences, promotes world peace, gives hope to future athletes, and brings countries from all over the world together. The host country will strive to live by and act in accordance to the following core values: safety and respect. Respect includes working hard to make sure everyone is in a safe environment and takes extra steps in security checks to maintain a harmless atmosphere for fans, athletes, coaches, and volunteers. Respect is determined by value of each countries diversity and uniqueness. The athletes are respectful to one another, and take pride in each country's individuality.

Purpose

The first step in the marketing plan is to identify the purpose of the sports marketing plan. The purpose of the Opening Ceremony is to introduce the nations and the athletes that will be participating in the days to follow. The reason why athletes are introduced is to mark the beginning of the competition. The Opening Ceremony's purpose is to also remind the athletes and fans that safety is their number one concern and will continue to be throughout the games as well. Because of the many different backgrounds, cultures, and languages that are presented throughout the ceremony, being patient and willing to accept others is another significant subject presented within the Olympics. Learning to work together, and accept each other's differences' is not only part of the Olympics but part of our everyday life (Appelbaum, 2014).

Product

The product presented includes a priceless experience and being able to witness history in the making in Rio, Brazil. The ceremony includes an opening of the many records being broken, comeback stories that are told, and relentless athletes that came from nothing and achieved their biggest dreams of all; performing in front of millions for their country.

Project Market

World class athletes being exposed to millions of viewers for their hard work and dedication is one of the many strengths that the Opening Ceremony has to offer. Promoting the host countries loyalty and traditions is also considered a strength within the project market. Volunteers who donate their time and money, and sponsors receiving ultimate coverage are also strong contributing factors within the SWOT analysis. Weaknesses that are included in the ceremony consist of the language barrier and examining the three official languages of the Olympics. Various cases of steroids and doping of the competing athletes make the entire event's credibility questionable at times to fans across the world. The safety has also become a concern as acts of terrorism have been brought up; also the length of the ceremony can decrease televised viewers and lose interest. Opportunities that arise in the Olympics include offering more languages in subtitles allowing more viewers to watch the ceremony and the events. Including more sports in the Olympics, such as softball or cricket, could gain more viewers, ultimately making more money for the Olympic committee and its sponsors. The SWOT analysis also has threats involved such as athletes choosing only to participant in professional events and not the Olympics. Terrorist threats can turn athletes, fans, and tourists away because they are concerned for their safety.

Excessive walking during the ceremony turns athletes away if they have to compete the next day. Standing and walking for five to sometimes six hours before the event is not good for the athletes' body as they participate in the biggest event of their life.

Position

The Olympic rings are recognized by viewers across the world because of the tradition and value they hold. The rings will be displayed months before the event takes place in order to plant images within the viewers that the Olympics will soon be presented. Using our U.S athletes to position several of the Olympic logos during the press releases will also be beneficial in order to make an imprint on the public. Because the target market is children and families, positioning the ceremony during prime time television is essential. Broadcasting early practices and scrimmages will also establish the product in the minds of consumers. Fans are ready for the 2016 Summer Olympics and have been patiently waiting since the record breaking 2012 London Olympics.

Pick Players

The Opening Ceremonies target market includes athletes of all types and sizes. There are millions of middle class families that juggle school, work, children, practices, and household work all into one long day. Families of active children in sports, and outdoor loving couples across America are naturally attracted to the Opening Ceremony of the Olympics. Making sure busy families are aware of the Opening Ceremony and the upcoming Olympics is essential when advertising around the United States. Narrowing the target market to families with children, and sports enthusiasts will raise the viewers during the Opening Ceremony. Having the Ceremony televised starting at 6 p.m. and ending at 9 p.m. on August 5th 2016 will be the best possible time

for the most amount of viewers within the target market as well as others interested in viewing the Opening Ceremony and the Olympics over the course of the games.

Package

The most appealing package offered is called “vacation for four”, which is combining four round trip plane tickets, one hotel room including two queen beds, two meals a day for each person, four tickets to the Opening Ceremony, and four tickets each day for the event of choice—selling for a total of \$10,000 which is \$2,500/person for four days. This is an affordable price for families and couples looking for a vacation to a warm climate. One disadvantage of this package is that it does not cover the entire 17 day Olympics. Family members and friends may have to purchase additional tickets and hotel rooms if their athletes’ event takes place after the four days offered. Because the target audience is families there will be an additional discount added to the “vacation for four” package for two adults and two children under the age of 18 can receive the package for \$8000, or \$2,000/person. Attending the Olympics’ is a once in a lifetime opportunity as an adult or a child, therefore making these options available is necessary. The problem with these packages is they will sell out fast and passports must be obtained before purchase. These packages will be available thru the Official Olympics Website and will also have a 1-800 number available. These packages have been available since January 1, 2015.

Price

Step seven of the marketing plan for the 2016 Rio Olympics Opening Ceremony includes pricing the sport product and determining the value of attending the 2016 Opening Ceremony. Tickets can run between \$32 a ticket to \$3000 per ticket depending on preference of seats, and how early tickets are purchased (Rio, 2015). Many fans only want to attend the Opening

Ceremony and then use the remaining days of their vacation to roam the country of Brazil or attend and event here and there but do not want to fully commit to purchasing any packages thru the Olympics. The once in a lifetime ceremony is said to not be the same as viewing on television, seeing the event live and in person can give lasting impressions and will be worth the individual ticket price (Anderson, 2015).

Promotion

Promoting and advertising the Opening Ceremony weeks before it takes place is crucial to having successful rating during the event. Being a sponsor or advertiser during the Olympics is no easy feat (Rio, 2015). Given the obstacles to overcome, it can be as tough as walking away from the Games with a medal (Smith, 2014). The promotional strategy of the Opening Ceremony of the Olympics is extremely family oriented, promoting wellness and athletics. The Opening Ceremony is viewed by millions from all across the world. Promoting to never give up and learning along the way is what our young children need to be bombarded with. Promoting the ceremony with discounted ticket prices and all access passes including air fare, tickets, food vouchers, hotels and more will promote fans to attend Rio. By revealing the family discounted prices and combined rates in advance will help families have enough time to save the money needed, as well as plan their family vacation in advance to the popular destination of Brazil.

Advertising. Advertising the Opening Ceremony of the Olympics will be presented through billboards across the United States as well as newspapers' and magazines especially throughout Sports Illustrated. The Ceremony will also be advertised thru online radio such as Pandora and Sirius XM to reach the younger target market of teenagers and young adults.

Publicity. The United States is extremely proud of their Olympic athletes; therefore, attending talk shows such as The Ellen DeGeneres show and The Tonight Show with Jimmy Fallon is a non-paid form of communication that will inform the fans of the upcoming events. Day time shows such as Kelly & Michael is also a great entertaining show that our athletes will be wished good luck and promoted for the fans to view during the games.

Promotional Activities. AIDA is a simple formula that is designed to grab people's attention and take them through your content to the point that they take action on what they have read. It is a start to finish approach to writing great content (DeMers, 2013). The Opening Ceremony enthusiasts include a wide range of individuals and the importance of marketing each step must be closely examined. There are many events in the Olympics such as curling, handball and the skeleton that are unheard of or not as popular as other events. Attracting viewers to events such as those can attract interest and produce new fans. By giving away tickets to these non-popular sports will be a brilliant way to promote and increase the fan base in these events. The two new events include golf which returns after 112 years, and Rugby which returns to the games after 92 years (Rio, 2015). During the Opening Ceremony of the Olympics they will be handing out coupons to attend both golf and rugby in order to promote and encourage fans to become aware of the new events. The discounted coupon includes half off admission as well as credit for one meal. Creating awareness about the product or in this case the event and sports as a whole will greatly contribute to higher ratings as the event grows throughout the years within the Summer Olympics.

Public Relations. In order to stay current and update the public about the process of the Olympics, NBC has started an Olympic Talk blog which displays articles about the upcoming

events, news about Rio and inspirational stories of athletes that have overcome many obstacles and will be competing in the upcoming Olympics.

Community Relations. The Olympics and the Paralympics will be hosted by Rio, Brazil therefore involving the community in order to represent both programs is necessary. Teaming up Olympic athletes with Paralympic athletes and hosting children clinics around the United States will get communities supporting both programs as well as playing sports and learning about the difference events that the athletes will be competing in.

Media Relations. The International Olympic Committee has extended its broadcasting rights to NBCUniversal thru 2032 which includes all media platforms such as mobile, internet, subscription televisions, and free to air television. Brian Roberts, Chairman and CEO, Comcast Corporation said: “The Olympics are the world’s greatest cultural and athletic event, and presenting them to the American audience is an honor and privilege for our entire company. Our long-term commitment to and investment in the Olympic Movement are a reflection of our belief in the future of broadcast television, as well as our confidence that our partners at the IOC will continue to deliver great Games and that the Olympics will remain the world’s premier sports event. All of us at Comcast NBCUniversal are extremely proud that we have been entrusted to be the U.S. home for nine more Olympics, and we look forward to using all of our resources to continue our tradition of ground breaking Olympic coverage” (Olympic Movement, 2014, p. 1).

Personal Selling. Many families that go on vacation year to year have a certain travel agent they continue to go thru each time. Having travel agents personally selling the packages additionally will not only increase packages purchased but also helping our travel agents instead of going thru the online website. Travel agents have a better sense of other places to visit nearby Rio and can offer additional discounts on food vouchers, and upgraded air fare.

Sponsorship. Around 23.7 million people watched prime time coverage of the 2014 Sochi Olympics when U.S. snowboarder Shaun White missed on a third straight gold medal for the half pipe event, a 17% jump in viewership from a comparable night of the 2010 Vancouver Olympics (Clarke, 2014). Because of the amount of viewers the Olympics attracts is why companies pay top dollar to become a sponsor in the Olympics. In London 2012 top Olympic sponsors paid more than \$100 million in cash and services for the right to participate (Clarke, 2014). Sponsors of the Olympics are exposed to millions of viewers in over 200 countries, therefore televised commercials showing support for the Olympics and the ceremony itself is critical. The official sponsors of the 2016 Rio Olympics include Bradesco, Correios, Nissan, Claro, and Embratel. While the worldwide Olympic Partners include Coca-Cola, Atos, Bridgestone, Dow, GE, McDonalds, Omega, Panasonic, P&G, Samsung, and Visa. The Official Supporters of the Rio Games include Cisco, Estacio, EY, Batavo, 361, Sadia, and Skol (Rio, 2015). According to Rio2016.com, commercial partners, licensees, concessionaires, holders of the transmission right, among other official supporters, have the right to use the Rio 2016 brands, always with previous authorization. The government partners, who play a major role in the structuring of the games, also hold the right to use Rio 2016 brands, provided that they are previously authorized by the Organising Committee. The use of the brands for editorial and journalistic purposes is also permitted, provided that there is no type of commercial association with the brands (Rio, 2015).

Place

The Opening Ceremony will be at the soccer stadium known as the Maracana Stadium on August 5, 2016 in Rio De Janeiro, Brazil. The tickets to the Opening Ceremony, as well the Olympics, have been available since January 1, 2015 globally. Tickets are available online via

Cosport.com. Tickets can be emailed or printed out. Because of the many contracts and negotiations within the IOC, Cosport.com is the only website that will sell official tickets. Fans are being asked not to purchase tickets from any other website because they most likely will not be accepted upon entrance into the ceremony. Encouraging the fans to purchase tickets early and purchasing tickets with packages including air fare and hotel is the best option in order to make the journey affordable yet unforgettable.

Promise: Evaluation of Strategy and Tactics

Because the Olympics are hosted in a different country every four years, evaluation and comparison can be difficult. The host nation has a lot of control over the ceremony and the performances that impact the audience. Comparing the marketing plan to large events like the Olympics can help determine its success and credibility. The World Cup and the Super Bowl are also considerable events that the marketing plan could be compared to. The actions of your competitors can often be very effective when it comes to the success or failure of your marketing plan. If competitors rush to copy what you have done or try their best to one up your initiatives, the plan is working (Morello, 2015). Receiving feedback from corporate sponsors will be another contributing factor to how successful the Opening Ceremony was presented. Giving a questionnaire asking how much their sales and products increased over the course of the Olympics, and receiving feedback about the heart wrenching advertisements will be beneficial for the next Opening Ceremony. Following up with fans that attended the Opening Ceremony will also be part of the evaluation process. Asking questions about if they felt safe, could hear the announcements, could they see the ceremony from their seats, and could easily access the bathrooms are questions the project managers needs to know the answers too. Another way to determine how successful a marketing plan truly affects others is by expansion. If reaching into

new regions or if the evaluators start noticing customers believing in the product without trying to market; fact is the company is expanding the marketing plan and may not even know it.

Marketing can be difficult to measure how successful a plan contributes to the growth, expansion, and money made. Staying consistent, learning from similar events, and expansion are all unique tools that can be used to determine success in the marketing plan.

Conclusion

The marketing plan of the Opening Ceremony of the Olympics is extremely important to identify before promoting the marketing plan. Product, price, promotion, and place are included in evaluating the marketing mix. Bundling is the practice of offering additional amenities or benefits if the consumer purchases the product or service in a package. Offering plane tickets and event tickets together has helped families save money. Also, back to back events are offered at a discounted price; therefore, fans can get the most out of the Olympic experience.

Chapter Four: Employee/Volunteer Planning

The organizing committee will need 45,000 volunteers, 85,000 outsourced staff, and 8,000 employees in order to build the Olympics and successfully complete the 17 day competition (Rio, 2015). Because most of the staff needed is volunteers, it is extremely important to take care of the volunteers and treat them with the upmost respect. Volunteers are working for free and donating their valuable time and efforts in order make the event run as smooth as possible.

Motivate Employees

The practice of conducting performance appraisal is a great way for managers and supervisors to encourage growth and stay positive throughout the planning and development stages of the Opening Ceremonies of the Olympics. Many of the individuals that perform during the ceremony are volunteers, therefore appraising them often is a crucial way to maintain current volunteers and recruit others (Young-Powell, 2012). Conducting a performance appraisal is the process in which an organization receives information and how well an employee is doing at his or her job. For example, if a volunteer is not performing as well as the others, finding a different role for them to still be involved and feel valued is extremely important. Also, when performers are exceeding expectations credit should be given and applauded for all their appreciated hard work. The most important thing involved with performance appraisal is staying positive, because the Opening Ceremony is not a job or career it is simply an event, therefore the managers who are receiving compensation must treat the unpaid volunteers with extreme respect and gratitude while preparing for the event.

Qualities of a Manager

Following from the front, understanding technologies, lead by example, embrace vulnerability, and believe in sharing are the five essential traits for managers to acquire (Morgan, 2013). Employees, or volunteers in this case, are the most valuable asset that the ceremony has. Managers who are outstanding leaders and explain the goals are the most successful. Understanding technology and how it impacts the world is the second noteworthy trait. Having a good understanding of what is happening, and being able to change and adapt quickly falls under the technology category (Morgan, 2013). Because the internet and television brings the world closer together, everyone around the world can see the Opening Ceremony and making sure everyone understands what is going on is extremely important. Becoming a part of the ground level decisions, and leading by example is the third trait effective managers involved with the Olympics must maintain. Because the Olympics' takes place in a new country every four years, the volunteers involved are first timers and have no experience in performing in any other Opening Ceremony.

A manager who leads by example, and explains what is expected is necessary when dealing with volunteers who are excited and unaware of how an event such as the Opening Ceremony is implemented. Being open and approachable is what embracing vulnerability is all about, which leads to the fourth required quality of an effective manager. A supervisor of the Opening Ceremony must not come off as intimidating or frightening, but welcoming more volunteers and making the experience memorable is what each manager wants to implant in their minds. Being involved in the ceremony would be a once in a lifetime opportunity, therefore making it unforgettable and treasured is what each leader desires. Having the belief in sharing concludes to the fifth must have trait of an effective supervisor. Involving the volunteers in

decisions and choices will make them feel exceedingly valued and appreciated. During the Opening Ceremony many of the performances are culture based; therefore the natives may have more insight and an improved way to execute the show. Including the volunteers in a manager's decision can greatly help the entire Olympic Committee and open their eyes to many opportunities' that may have been overlooked in the past.

Conclusion

Organizing and preparing for an event as significant as the Opening Ceremony takes a very special team of managers and supervisors who greatly appreciate the value of volunteers. A manager must be a great leader, uphold all the skills of a great communicator, and obtain a positive attitude no matter what the situation. When someone gets the chance to be a part of something as great as the Olympics, the managers play a huge role on how well one evaluates the experience. When watching the Opening Ceremony many can see the pride and excitement on the performers and volunteer's faces which makes the entire process worthwhile (Young-Powell, 2012).

Chapter Five: Risk Management Plan

The Opening Ceremony has been a part of the Olympics since 1906, and also inaugurated the Parade of Nations which has become an essential tradition (Wolfman-Arent, 2012). The Opening Ceremony of the Olympics is a one day event that displays not only the participants' in the Olympics, but also many fans and volunteers that have helped develop the event over the past seven years. Companies across the United States have developed detailed risk management plans in order keep their employees and customers safe, and if a tragedy were to occur plans have been prepared. A risk management plan is defined as a systematic analysis of one's operations for potential risk or risk exposures and then setting forth a plan to reduce such exposures (Cotten & Wolohan, 2013). Establishing a risk management plan for the Opening Ceremony of the Olympics is required; since this event is worldwide, there will be many different types of people in attendance, meaning communication is essential when launching the risk management plan. Successful project managers recognize that risk management is important because achieving a project's goals depends on planning, preparation, results, and evaluation that contribute to achieving strategic goals (Duggan, 2015).

Plans

There are many procedures in place defining the risk management plan that includes internal and external risks. External risks include disasters one cannot control, including terrorist attack, floods, and storms. Internal factors are risks the committee can control such as having a back-up generator in case of a power outage. Another factor that comes into consideration is the cost of the risks. Many risks can be costly and deciding which is worth the money is important. There are plans in place for a terrorist attack as well as storms and flooding because they are the most likely high risk events to cause significant disruption in the Opening Ceremony.

Preparation

Preparing for tragedy is crucial in the risk management plan. The sponsors, employees, volunteers, entertainers, athletes, and fans have been informed about the risk management plan and understand what is expected from them in case of an emergency. Just as preparing for a tornado drill they have same concept; during rehearsals for the ceremony announcing drills and going over the procedures of where to direct the individual's is essential. By identifying, avoiding and dealing with potential risks in advance, it ensures that employees can respond effectively when challenges emerge and require intervention (Duggan, 2015).

Results

Defining the risk management process for the Opening Ceremony, and having a successful event by minimizing negative risks is critical when developing a worldwide event. For example preparing the risk management plan by meeting the budget is one of the steps to retrieve the results. Some of the results that have been modified include changing the design of the bathrooms in order make more room for individuals in case of an external risk. Another result that is taken into consideration is the language barrier, making sure both official languages English and French can be loudly communicated throughout the building in case of an emergency. In order to accommodate all languages, sounds were incorporated as well for example, three long blasts mean to leave the building immediately; a long uninterrupted blast means to take shelter. These few changes can inform all fans and workers within seconds of what they are required to do during the tragedy.

Evaluation

Evaluating the test drills and involving the employees and volunteers is one way the evaluation process can improve and learn from mistakes. Employees' giving feedback, such as there is not enough space for all the employees in the designated safety rooms, is valuable information. The International Olympic Committee can change a few plans and add additional space if needed. Evaluating the risk management plan many times and early on in the process is also essential in order to give adequate time to improve the plans and make the necessary changes.

Signage and Staffing

In order to have effective signage, using both directional and informational signage has its own specific function (Cotten & Wolohan, 2013). Directional signs provide directions such as entrances, exits, and parking areas. Informational signs include what is not allowed in the facility such as cameras, oversized bags, and blankets. Informational signs also inform the consumers where the restrooms and concessions are available within the building. Ideally a sign should perform at least three functions, which are known as the ABCs; A-attract new customers, B-brand the site in the minds of consumers, C-create impulse sales (Cotten & Wolohan, 2013). Having a large well-lit sign can attract the fans that are in the area and potentially get more fans in the door for the remaining events in the Olympics. Another important factor that must be examined in the risk management plan is having trained and competent staff in order to accommodate the fans within the building.

Importance of a Risk Management Plan

There have been many lawsuits involved in the sports industry that could have been prevented with the proper attention and a detailed risk management plan. In order for a risk

management plan to be effective, it is essential that the plan incorporates a regular systematic inspection program that includes a written record of the inspection. Also, including who conducted the audit, the date, any defects found, and any remedies taken to correct them (Wolohan, 2010). One example that ended up costing a facility a lot of money was at the Charleston Civic Center in West Virginia. There were two fans that sustained injuries requiring hospitalization due to an unmarked single step near the basketball court. One fan shattered her right arm and the other fell and broke his neck and needed rehabilitation and physical therapy. Both patrons are suing the Civic Center and the Connor Sports Flooring Company for medical expenses, and also not having a marked sign to warn them about the dangerous drop off (White, 2015). This tragic situation could have easily been avoided if the right procedures were in place before the Civic Center was open to the public. Not only were the companies negligence they were not aware of the potential dangers due to not performing an adequate risk identifying assessment. Many were extremely surprised to find such a large facility not having identified the risks within the building. The Civic Center, as well as Conner Sports Flooring Company, now will have trouble putting trust within their customers. A large lawsuit harming individuals looks bad on both companies and can take a lot of time to retain their customer base.

Conclusion

Many small businesses and companies may overlook a risk management plan thinking they do not have the budget or the time to enforce the risk management plan. Noticing potential risks and preventing issues or injuries before they occur is essential when a business plans to become successful. There is a five step risk management process that can be used within any company; step one includes identify the risk, step two entails analyze the risk, step three

involves evaluating or ranking the risk, step four is treating the risk, and lastly step five requires monitoring and reviewing the risk (Kloosterman, 2015).

Chapter Six: Ethical Analysis

Being a part of the Opening Ceremony of the Olympics is a great honor that many individuals across the world will never get the opportunity to participate in. Representing the country and taking pride in the entire performance in what each individual wants to accomplish when performing before the entire world on national television. In 2008 a nine year old girl lip-synced “Ode to the Motherland” in front of millions, while the amazing voice actually came from a seven year old girl that may not have been “cute” enough for the performance (Associated Press, 2008). This decision to have a prettier girl lip-synch instead of that actual adolescent with a gifted voice struck a massive controversy across the world making millions wonder what message is being sent to young children everywhere. Yang Peiyi, the seven year old’s voice was heard by millions, however nine year old Lin Miaoke became an instant star after the performance. The ceremony's chief music director, Chen Qigang stated, "The national interest requires that the girl should have good looks and a good grasp of the song and look good on screen, Lin Miaoke was the best in this and Yang Peiyi's voice was the most outstanding" (Associated Press, 2008, pg. 1).

Teleology

Creating the greatest amount of pleasure or the least amount of pain is what represents teleology and clarifies what the teleology theory supports. The Beijing Committee was simply trying to create the maximum amount of preference for the world to see, however when it comes to children, should there be an exception? Both of the children’s parents were simply happy to have their daughter be a part of the Ceremony. Making the majority of the audience happy with a cute girl and a beautiful voice is what the Committee’s goal was and ultimately accomplished that until the news came out. Teleology is the specific theory that explains what the Ceremony

Committee was trying to accomplish, they did not want to hurt any feelings or make the young children feel unwanted. The viewers thought the performance was unforgettable, but credit did not seem to be given to both girls until the world found out it was lip-synced.

Deontology

Abiding by the rules and policies is what deontology represents and creates a theory that many believe is based on doing the right thing (Malloy & Zakus, 1995). After the news broke many viewers thought it was morally wrong to give credit to a girl that lip-synced. It was not against the law, or against the rules to lip-sync during the Opening Ceremony of the 2008 Olympic Summer Games, however it does not send an inspiring message across the world to young athletes and performers. Doing what makes others happy is not always ethically correct. Children need to learn at a young age that covering up the truth and making everyone happy is not what performing is about. When it comes to planning the entertainment for the Opening Ceremony the theory of deontology should be incorporated throughout the event. Doing the right thing, telling the truth, and giving credit where credit needs to be given is essential within the Opening Ceremony as well as the country of Brazil.

Existentialism

Existentialism reflects freedom and taking responsibility in the choices one freely makes. Being authentic and independent is a great representation associated with arts and performance such as in the Opening Ceremony of the Olympics. Each Ceremony is unique because each Country represents different qualities within their Nation. After the decision the Chinese have made, many believe appearance is everything, and hiding the truth is just another decision they made and had to deal with the consequences. Each child was proud to be a part of the Ceremony,

and did not seem to care to be lip-syncing or not performing which makes them very humble young children. However, many others across the world believe not being cute enough is not a valid reason for a seven year old to not perform (Associated Press, 2008).

Conclusion

Controversy will continue to be an issue every four years as the world prepares for another Opening Ceremony to kick off the Olympics. Each Country wants to be remembered for an unforgettable performance that demonstrates great honor throughout their nation. Having a young child pretend to sing was simply all part of the performance in order to get the greatest amount of good to the most viewers (Associated Press, 2008). After news broke that a child was not pretty enough to be on stage, it broke the hearts of individuals across the nation. The best theory that fits this particular situation is deontology. Doing the right thing, and being honest is what the Chinese should have taken into consideration when making the choice to lip-sync. Children across the world should not be measured with the way they look and many agree the producer sent the wrong message to the public. There will be many young entertainers within the 2016 Rio Olympics, however none will lip-sync, and credit will be given to all participants and volunteers that donated their time to make the event successful.

Chapter Seven: Personal Statement

After reflecting on the past year and my journey with Concordia, my professors, and my peers I concluded that this truly has been a great experience that will not be forgotten. I strongly believe that everything happens for a reason and Concordia was a perfect fit for me and my education goals. My family, future, competitive drive, and love for the sports industry are a few reasons why I decided to continue my education into the master's program at Concordia University. One thing no one can ever take away from you is your education and we all should be proud of how far we have come together as a cohort. The very first sentence in *The Leadership Challenge* states, "Leaders get people moving" (Kouzes & Posner, 2012). I thought this quote fits perfectly with our entire journey here at Concordia all of the professors have been leaders in this process keeping us moving forward and learning at the necessary quick pace required for the online program. My family, my fiancé, and my future children have all been a part of my current and future aspirations. I want to be the same encouraging leader as my parents and coaches were to me while I was a student athlete. One of my favorite chapters within *The Leadership Challenge* was chapter seven: experiment and take risks. Generating small wins and learning from experience are two extremely critical steps when leading others (Kouzes & Posner, 2012). Both of these concepts work in the sports industry as well as everyday life and they are helpful steps that I will take with me forever and continue to teach others. I truly am motivated about my future and the irreplaceable education and learning experiences I encountered at Concordia thru my professors and my colleagues.

Pursuing Higher Education

There are many contributing factors for the reason I decided to continue my education and receive my Masters in Sports Management from Concordia University. When I graduated

with my Bachelor's many of the places I interviewed either stated I did not have enough experience or did not have enough specified education. After getting discouraged time and time again I decided I need to do something in order to stand out from everyone else applying for the same positions. I took their advice and decided to specialize within the sports industry. Sports have been in my life for as long as I can remember, and they helped me earn my bachelor's degree with little money to owe. I have been a tough competitor my whole high school and collegiate career and landing a low paying average job was not where I saw myself in ten years. My parents always said find something you love then it will not be a job. I think my reason for continuing my education also has to do with them encouraging me to do what I love and never questioning my love for sports.

The sports industry is constantly changing, improving, and educating which is another reason why the sports industry is for me. Having a challenge, and teaching others how to become more efficient and effective should be a goal of everyone that is involved in the sports industry which makes me excited for becoming a part of the sports world. I am excited to have a career in an industry where others love sports and are as competitive as me. My future family is another reason why I decided I wanted to continue my education. My fiancé and I have been athletes since t-ball and when thinking about our future children, I want them to be challenged and have as much experience as I had. Also with higher education there is room for advancement financially which will only help my family and myself in the future. In this day and age they are predicting retirement will be much harder and cost much more therefore having extra money and being able to save and invest is extremely important to me. Having strong leaders and understanding the different types of leadership styles will greatly help my future in the sports industry as well as my everyday life learning to understand others and how to teach

others the same concept but in different ways. Many of the concepts we have learned in this program can be directed in our career as well as our personal lives, communication is key and building relationships is just the beginning when becoming an effective leader.

Goals

According to Dr. Don Martin, the five reasons to get a Masters' degree include personal growth, employment opportunities, career advancement, financial reward, sense of accomplishment, recognition and credibility (Martin, 2012). All five reasons are valuable to me but most importantly the first personal growth, I am competitive and always striving to be the best at everything I do. Personal growth adds a sense of accomplishment and boosts your self-confidence as well. Being a competitive former student athlete, I strived for goals and celebrated when I accomplished one and moved right into my next goal trying to figure out the best way to achieve my objective by becoming more effective and efficient. Taking these traits over into my career and education was important to me and will also be rolled over into my five year plan. There are many goals that I have set for myself that will be achieved after I graduate and over the next five years of my life. I am hopeful that with my competitive edge as well as my drive for success I will meet each goal and continue to set the bar to the next level. Hill's Model for Team Leadership has set a stepping stone for me and my overall career goals. Hill's Model is based on the functional leadership claim that the leader's job is to monitor the team and then take whatever action is necessary to ensure team effectiveness (Northouse, 2013). This model is a great example of what leaders need to do and what type of impact you will have on others day by day. Filling in and doing whatever job necessary is what a true leader is up for each day. Leaders should not sit back and watch everyone else work, they pick up wherever needed and are willing to do multiple jobs at once. The Model explains internal and external

leadership actions and how they tie into team effectiveness. Managing conflict is one example that I want others to notice about my style and take the positives away from it. Conflict is bound to happen, but it is how you deal with it that makes you a leader and helps others understand how to deal with it as well. When others see how well conflict can be dealt with they become followers and mimic your style and your personality when conflict arises in the future.

Listening to what the other has to say, understanding their perspective, coming up with a solution and not dragging out a minor mishap is what I want others to remember about how I handled conflicts within the work force. I want others to think I am a great listener when I am leading and truly understanding of their feelings as a person and not just as a number. Working in the sports industry feelings can get hurt very easily if you do not listen and can create larger problems in the future.

The key characteristics of servant leadership include standing back, courage, forgiveness, trust, consulting and involving others, and valuing people. These are all characteristics that can help making a leader a better listener and also is how I see myself over the course of the next five years. “Communications between leaders and followers is an interactive process that includes sending and receiving messages. Servant leaders communicate by listening first; they recognize that listening is a learned discipline that involves hearing and being receptive to what others have to say. Through listening, servant leaders acknowledge the viewpoint of followers and validate these perspectives” (Northouse, 2013, p.221). Another important factor to be considered when involved in a leadership role in the sports industry is gender. Being a young female has defiantly been a setback that I have encountered and I recognize I have my work cut out for me, as men have been the dominate leader in the past in the sports industry.

“The barriers women encounter on their leadership journey have been dubbed the leadership labyrinth. Removing these barriers will help ensure equal opportunity, access to the greatest talent pool, and diversity, which have been limited to organizational success” (Northouse, 2013, p. 289). I want others to see me as a professional female leader and in order to achieve that goal I must be a forward thinker and have a positive impact on my co-workers daily by leading by example and helping out wherever needed. One goal I am striving to achieve is how I can influence others and after reading Chapter Nine – Strengthen Others in the Leadership Challenge, I have a much better understanding about how to make an impact. To strengthen others, exemplary leaders enhance self-determination and develop competence and confidence (Kouzes & Posner 2012). There are many people who are not confident about their power, and it is a leader’s job to help boost their self-confidence and enhance their determination. I also believe that each leader should examine the four styles involved in the situational leadership theory. Directing, coaching, supporting, and delegating are the four important factors that contribute to this model.

Followers’ readiness breaks down into four discrete levels, with each level presenting a different combination of follower willingness, confidence, or ability. “The situational leadership model supports the notion that there is no one best practice for influencing and leading people. Situational leadership evolves from a number of factors such as task behavior, and relationship behavior” (Mississippi College, 2015, p. 44). The situational leadership model best describes my style and what I stand for in the sports industry. You must be able to adapt to each situation as well as each player, coach or co-worker. The beauty about this world is everyone is different, and no one is perfect making it a challenge to lead others and adapt to changes in personality and beliefs. I feel the situational approach fits perfectly in the sports industry and explains why

it is necessary to constantly be changing and learning new approaches. Looking back and realizing that I can take away respected information from each course at Concordia is valuable and will contribute to my future in the sports industry field. Being a part of this cohort has also made me a much more patient and understanding individual in the technology field. I have learned many helpful tips and tricks by having this entire cohort online which is beneficial because the entire world is connected through the internet and will only continue to grow and become more in depth in any career. There were times during class when we would have difficulties' and we worked thru each encounter and learned how to avoid those issues for the future. Having that edge with technology and understanding all the complications and achievements that can be accomplished within the internet gives me a jump in my career course. This is also where being a young adult can be a positive; many seem to believe that college graduates have the most knowledge when it comes to technology and the latest updates in the World Wide Web.

My Future

Concordia's vision statement is to be acknowledged as the leading Lutheran university offering exceptional opportunities for students from all backgrounds who seek relevant career preparation and a challenging academic experience coupled with the insights of Lutheran theology (Concordia University, 2015). This graduate program has encouraged me to strengthen my faith as well to help achieve my career aspirations by taking advantage of all the opportunities that come my way. Concordia has helped students from all backgrounds that seek the same goals as I do. Getting to know where all my classmates come from and how different our backgrounds are from one another yet we have very similar goals in the sports industry. I have learned just as much from the program as well as from my peers, answering the same

questions with completely different answers seemed to happen often yet neither answer was wrong just from a different perspective. Depending on your geographical location, age, and gender the answers varied from each peer making each answer right in its own unique way. The professors at Concordia stressed the importance of knowing how to find the necessary information needed to complete our assignments, discussion board posts, and papers throughout the program. Preparing this sports management cohort with valuable resources such as the online library has greatly helped ease the process and made the entire program a success.

Having a career within the sports industry has been my dream since high school and I strongly believe Concordia has made this dream that much closer to becoming reality. The support from my family and former coaches has pushed me to pursue my dreams and get my Master's Degree in Sports Management. My ultimate goal includes becoming an athletic director at a college or university, and Concordia has gotten me on the right path in order to achieve this career goal. Everyone who I have met along this journey has been nothing but helpful and encouraging. The most difficult process in this journey has been finances as it is extremely expensive to get a Master's degree as well as time management between work and school. Working a full time job plus homework has been straining at times; I give credit to those older with children already, they are very brave to say the least. One of the utmost accomplishments I have achieved is my education. One of the greatest quotes from Nelson Mandela stated, "Education is the most powerful weapon which you can use to change the world" (Durando, 2013, p. 1). In order to keep improving and learning new ideas, education is essential and when I graduate I will be reading books and articles within the sports industry in order stay up to date with vital information. Being a great leader and keeping your followers takes time and persistence. "Leaders want to do something significant, accomplish something that no one else

has yet achieved, what that something is your sense of meaning and purpose has to come from within” (Kouzes & Posner, 2012). Leaders are always questioning and pushing one another to become better than before. Leaders are trying to better themselves each day not trying to be better than the co-worker next to them. Learning from past experiences and taking risks are just a few traits of a competitive leader.

Conclusion

I feel that in order to become a successful leader in the sports industry you must be willing to go above and beyond, take risks, question the process, and become a positive asset to your co-workers and company. According to Dave Ramsey, the top five characteristics of a great leader include love your team, give praise, seldom use your power, surround yourself with rock stars, and cast your vision (Ramsey, 2012). Making the best of each day is what makes going to work worthwhile. I have learned that positivity is contagious and I am excited to spread it like wildfire within the sports industry and with everyone I encounter within the next step of my journey.

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Appendices

Figure 1. Budget of the Olympics. This figure illustrates what percentage of the budget will be used during the event.

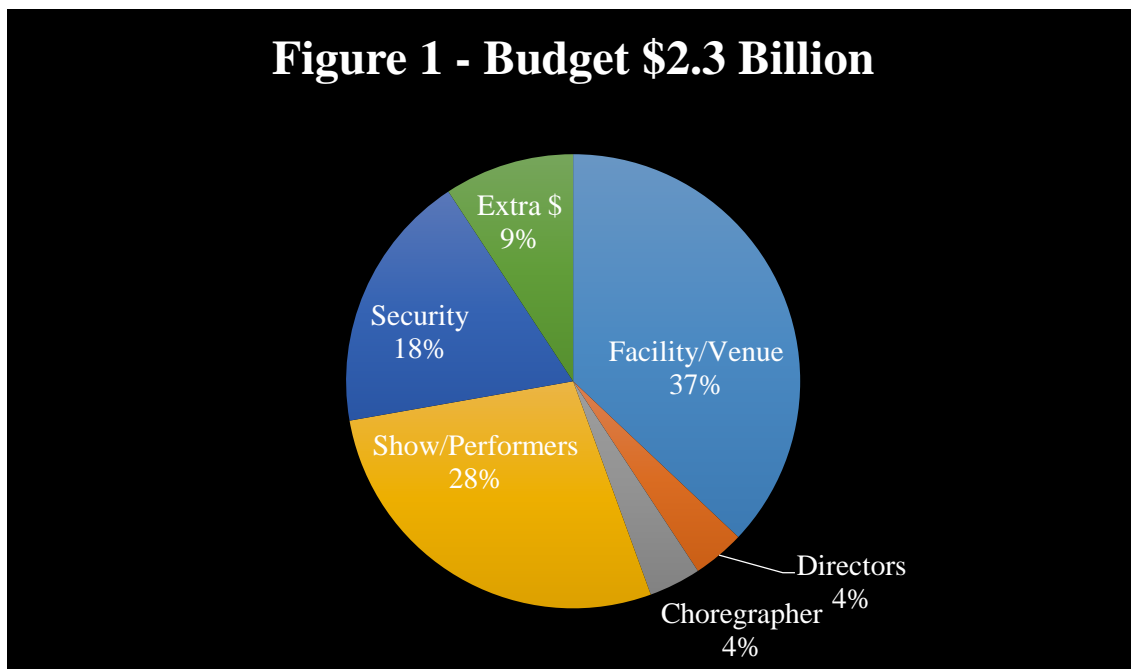


Figure 2. Olympic Revenue. This figure illustrates where the money gained from the Olympics comes from.

Figure 2 -Olympic Revenue

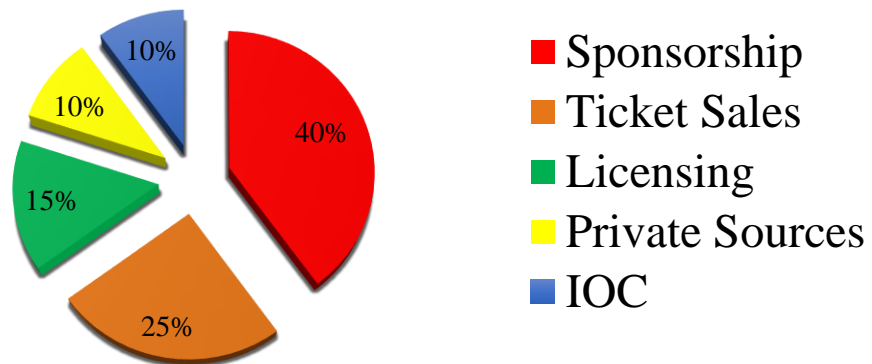


Figure 3. Budget for previous Olympics. This figure illustrates the budget for the past three Olympics' as well as Rio; numbers are displayed in Billions of US Dollars.

