

COMPREHENSIVE FRAMEWORK OF SPORT EVENTS MANAGEMENT

PhD. E. Kolar^{1a}, PhD. E.E. Mammadov^{2b}

¹Science and Research Centre Koper, Institute for Behavioral Economics, Slovenia

²Ministry for Youth and Sport, Azerbaijan

^a Edvard.Kolar@zrs-kp.si, orcid.org/0009-0003-4482-7843

^b elnur.mammadov@mys.gov.az, orcid.org/0009-0001-7915-3231

Nəşr tarixi

Qəbul edilib: 14 aprel 2025

Dərc olunub: 27 iyul 2025

© 2021 ADBTİA Bütün hüquqlar qorunur

Annotation. Sports events are the main part of the organizational culture of sport with an impact on the promotion of the environment in which they take place and also develop tourism and other economies. The impacts of major sports events are a direct or indirect result of their management and organization and can be negative or positive. In accordance with this, the purpose of this article is to present the comprehensive conceptual framework (model) of the sports events management. To design the research, we used the methodology of writing a conceptual paper and the method approach called "*model paper*" which seeks to build a theoretical framework that predicts relationships that provides a bridge or connection between different concepts and scientific disciplines. The developed conceptual framework presented in this article comprehensively covers the issue of management of major sports events and takes into account the specifics or characteristics of this type of project. The mutual coherence and connectivity of three models (strategic management models, project management methodology, sports event management theory and practice) define the general management model of a major sport events which holistically covers the problem of management of large sports events and provides the user of the framework with direct guidance on activities and requirements for managing of this type of projects.

Keywords: *major sport event, strategic management, project management, general framework, benefits of sport events.*

Introduction. Sports events are the main part of the organizational culture of sport with an impact on the promotion of the environment in which they take place (local, regional, and national), and on the development of tourism and other economies. At the same they are of great importance for the development and nurturing of sports culture as they can promote motivation for sport and physical activity and therefore represent the most important form of sports promotion (Kolar et al., 2024).

Under the term sports events we can understand a kind of social event and manifestation that in a certain time and space, in accordance with the rules of competition, attracts mutual cooperation a multitude of participants, each of whom plays a specific role (athlete, coach, referee, team manager, doctor, physiotherapist, sports official, sponsor, investor, organizer, spectator). The main participants of major sports competitions are the host (owner of the name and trade-mark of the event) and the organizer. The **host** (owner) of a major sports competition is most often the sports organization (international sport federations, international Olympic committee...) which decided that (1) the event will take place, (2) placed it as such in the competition calendar, (3) prepare a call for tenders (bid), and (4) assigned it to the **organizer**-executor (national sport federations, national Olympic committee, host city...), who will carry out the event in accordance with the rules and instructions of the host (Šugman, Bednarik & Kolarič, 2002).

Mega and major sports events (competitions) are in terms of complexity and scope very extensive organizational undertakings, which are also shaped by peculiarities such as (1) heterogeneous of the structure of people in the organizational structure (professional employees, part-time workers, volunteers), (2)

compliance with the technical and professional rules of the international sport federations (owners of competitions), (3) a precisely defined starting time and end of competition, (4) culturally, racially and nationally mixed structure of participants, (5) very high security requirements and (6) very complex infrastructure (sports facilities and other infrastructure), (7) logistics, (8) accommodation, (9) medical and nutrition requirements. The presented features are only some of the most important which have a big impact on the quality and costs of the implementation of a major sports event and on the satisfaction of the organizers and participants of it.

International sport events in the narrower sense include **mega sport events** (Olympic Games, European Games, World and European Football Cups) and **major sport events** (World Championships, European Championships, World Cups, European Cups, Universiade, EYOF), but, in a broader sense, also competitions of senior national teams and clubs competing in team sports championship leagues, international mass sports events (e.g., recreational marathons, recreational triathlon) and international sports congresses and symposia (Kolar, et al., 2024). The characteristics of major sports events indicate that they are projects whose cost, time and quality depend mainly on the **efficient** organization of a sports event (project), meanwhile when the achievement of **success** (purpose and benefits) depends primarily on the realization of strategic decisions taken by the future organizer of the events. From the above-mentioned reasons, it is therefore important that major sports events are planned holistically (achieving success and efficiency), because otherwise the desired short-term (efficiency), medium-term and long-term (legacy) goals and intended effects (benefits) will not be achieved.

In accordance with the above, the purpose of this article is to present the comprehensive conceptual framework (model) of the management of sports events, which will be based on the consideration and integration of **strategic management models, project management methodology, sports event management theory and practice**.

2. Benefits of sport events. The effects of major sports events are a direct or indirect result of their management and organization (Arthur, 2004). They can be **negative** (e.g. increase in taxes for needs financing of a major sports competition, increase in crime ...) or **positive** (e.g. increase in GDP, increasing the country's reputation...) or a **combination** of both (Masterman, 2004). The benefits of organizing sports events can be broadly divided into economic and non-economic benefits. **Economic benefits** represent the additional spending in the economy due to the organizations of sporting events, and **non-economic benefits** represent the (1) socio-economic, (2) promotional, (3) sports, (4) cultural, (5) environmental and (6) infrastructural benefits that may arise from organized events (Kolar & Zaletel, 2013). Many researches have shown that sport with various programs in tourism not only enriches the tourist offer, but also generating additional economic effects, whereby the connection between sport and tourism is most obvious in the organization of major sport events (Bartoluci, 2007). Moreover, sporting success and sport events can also create positive arousal (Uhm, Lee, & Han, 2020) among spectators and television viewers, bringing different people together to celebrate (Green & Chalip, 1998) and socialize (Pfister, Mintert, & Lenneis, 2018), which can have a positive effect on the mental dimension of health (Storm & Jakobsen, 2024). According to Elvin and Emery (1997), sports events have a wide social and economic impact on the development of the region in which they take place, stimulate the regional economy and encourage greater interest in active sports participation.

According to Arthur (2004), one of the most highlighted benefits of organizing major sports events is economic effect of the organization to the environment that is the host of the event. Studies on the economic effects of the organization of major sports competitions are often the basis for the promotion of the competition and also for lobbying within the national authorities for the organization of them. Kuper and Szymanski (2009) agree that the economic effects are the biggest magnet for the organization of a major sports competition,

however, their research showed that contrary to popular belief, the organization of a major sports competition does not directly mean enrichment for the local environment. They emphasize, for instance, that an important non-economic effect, due to which countries, regions and local communities apply for the organization of major sports events, is the argument that *"if you host such an event, it makes you happy"*. Kolar and Zaletel (2013) are based on their research argue that it is not only worthwhile for the states to invest in and encourage the organization of major sports events, but that it would be expedient to significantly increase their share of expenditure on the organization and implementation of major sports events. As they wrote, major sport events have a potential to bring both short-term and long-term benefits (a legacy) to the country, mainly in the form of (1) new sports facilities, (2) in improving the country's visibility in the world (which also brings economic effects, both in tourism and in the other economy), (3) in better results of local athletes and – the most important – (4) in a healthier population (due to better infrastructure and greater enthusiasm of young people).

Walters (2008) argue that while there are studies that show positive economic benefits of hosting a sport event, there are a number of studies that adopt a more critical approach to the economic impact of hosting major sports events. These studies illustrate a number of issues in relation to economic impact studies. It has been suggested that many studies are over optimistic about (1) the number of spectators and (2) their spending habits at a sport event, (3) they do not take into account the decreased spending by local residents and (4) they fail to consider the substitution effect where the gains achieved in the host city may be at the expense of a reduced level of tourism in another.

The key to minimizing negative effects and achieving positive ones is in the effective planning of a major sport event in order to achieve a positive legacy of competitions.

3. Research design and methods. To design the research, we used the methodology supported by Gilson and Goldberg (2015), when they explained the writing of a concept-

tual paper that provides a bridge or connection between different concepts and scientific disciplines. The method approach was the *"model paper"* which seeks to build a theoretical framework that predicts relationships between concepts. A model paper identifies previously unexplored connections between constructs, introduces new constructs, or explains why elements of a process lead to a particular outcome (Jaakkola, 2020).

In that manner, the methodology of strategic management process, project management methodology and the concept of sport event organizations will be connected in a single holistic conceptual framework (model) explaining the process, context and methods of sport events management.

4. Comprehensive framework of sport events management. The characteristics of major sports competitions indicate that they are **projects** whose costs, time and quality depend mainly on the efficient management of a major sports competition (project), while the achievement of success (purpose and benefits) depends mainly on the realization of **strategic** directions. The above is consistent with the claim of Rozman and Stare (2008) that the chosen strategy (the organization of a major sports event) is implemented by the people (members of the project team), who must properly organize themselves and implement the envisioned organization with the goal of achieving the lowest possible costs and the required deadlines and quality. Based on this, we see that even in the organization of large sports competitions there are two goals: (1) **external**, socio-economically determined (success – achieving the intended strategic benefits), and (2) **internal**, technically determined (performance and efficiency of project execution), which tries to answer the question of how to effectively achieve success in the organization of a major sports events (Rozman & Stare, 2008). On the basis of the above facts, we can conclude that major sports events can also be appropriate strategies for the implementation of sport organizations strategic plans.

The vision (goal) and mission (purpose) of the organization of a major sports event must foresee some new organizational situa-

tion that will be better than the situation in which the project starts. This means that we have to create an **added value** with the project and this added value represents the value of major sport event. Therefore, for the organization of a major sports events, will be defined a comprehensive conceptual framework (model) of management of major sports events, which will be based on different models interconnected into a single model following the specifics and characteristics of a major sports events. The mutual coherence and connectivity of all three models define the **general management model of a major sport events**.

The following models will be used to develop the aforementioned conceptual framework:

- **strategic sport event management model** (Masterman, 2004), which shows nine successive steps in the planning and implementation of a major sports event, but is deficient in showing the process of planning the implementation and organization of the project;
- **strategic management model** (Žnidaršič Krajnc, 1996; Slack, 1997; Pučko, 2008; Kolar, Tušak, Robnik & Biloslavo, 2024), on the basis of which the strategic planning of a major sports competition, its purpose and the decision to organized it will be justified;
- **project management model** (Brown, 1998; Hauc, 2002; Cooke & Tate, 2005; Semolič, 2007; Rozman & Stare, 2008), presented at the level of the (1) phases of the project life cycle and the (2) phases of the life cycle of the exploitation of project results, which will represent the basis for the preparation and implementation of the operational plan for the organization of a major sports event.

From what is shown, it is clear that two independent methodological approaches will be connected in a comprehensive concept; strategic management methodology and project management methodology. Accordingly, the connection of strategies and projects in the management process of a major sports event should be understood as a single process that is realized through the processes of strategic

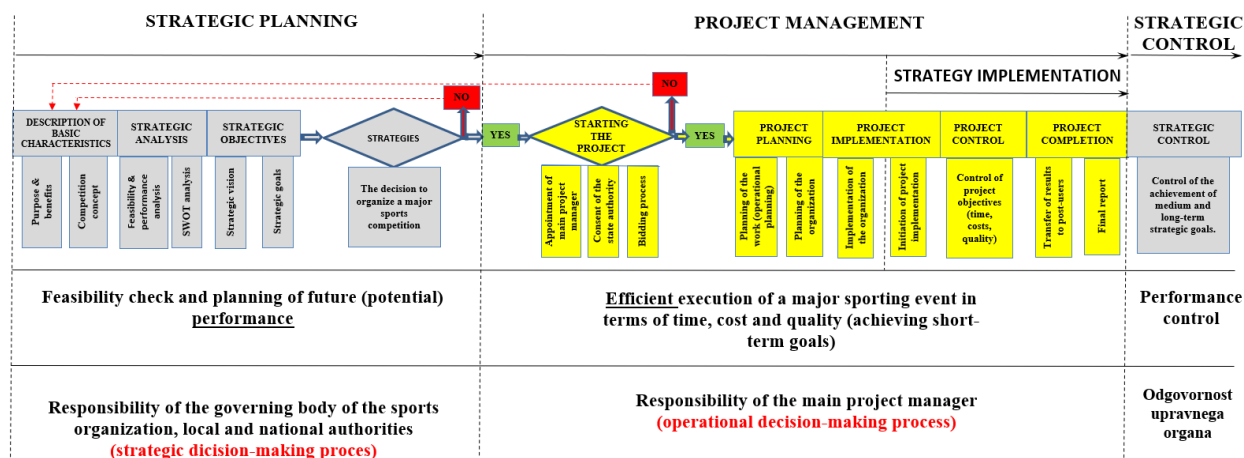
planning and project management. In the process of strategic planning, the decision to organize a major sports event can mean a strategy for increasing the performance of sports organizations, local environments and the country, but in this part, it requires an indepth analysis of feasibility and potential success in realizing the purpose of the strategic plan. The decision to organize a major sports event is the responsibility of the leading people or the governance organizational function in (sport) organization. In the process of project management, the project manager (management organizational function), who is chosen by the leading people of the organization, is no longer concerned with the meaning and therefore the purpose of organizing a major sports event, but only with efficiency, i.e. with project goals such as time, costs and quality.

The conceptual framework (model) of management of major sports events is presented in graphic form in Figure 1. The model comprehensively covers the issue of management of major sports events and takes into account the specifics or characteristics of this type of project and is therefore (1) **dialectical** (Mulej et al., 2000), as it takes into account all essential aspects of the management of a major sport event. The model is (2) **open**, which means that it can be supplemented with new relevant steps in the processes of strategic planning and/or project management or to omit some steps if they prove to be unnecessary for the successful and efficient management of major sports competitions. It is also (3) **flexible**, as it can be modified to be used in the management of different types of events. Important features of the presented model are also (4) **efficiency**, since using the model allows saving time and costs and enables quality management of this type of project, and (5) **reproducibility**, since its definition is precise and enables direct repeated use by different types of users.

The process and content characteristics of the successive phases and steps in the strategic and project part of the conceptual framework of the management of major sports events will be explained in further chapters 4.1 (strategic management) and 4.2 (project/ operational management).

**Figure 1: Comprehensive conceptual framework
(model) of the management of major sports events.**

(adapted from: Kolar & Zaletel, 2013)



4.1. Strategic management of sport events. The decision to organize a major sports competition is primarily a strategic decision for the organizers (sports organizations), local environments and the country, defined by the purpose and expected benefits of the event (Masterman, 2004). Strategic decisions are the most important product of managerial efforts, and strategic choice is the most critical variable in strategic management and can influence the success or failure of organizations (Kolar, Tušak, Robnik & Biloslavo, 2024). Unlike many other organizational decisions, strategic decisions deal with the long-term future of the entire organization and have three distinct characteristics; (1) they are rare (2) have consequences and (3) guide the organization's future performance (Bayo & Akintokunbo, 2022). Strategic decisions are arisen through the strategic decision-making process which is implemented through strategic management planning process, which represent the first part of the comprehensive concept of presented model (Figure 1). The result of this process is a strategic decision, which depends on (1) whether we will continue with the process of organizing a major sporting event, or (2) whether we will abandon the idea or (3) repeat the comprehensive strategic planning process from the beginning. The process of strategic planning is defined as a governmental process, as it involves planning the future performance of the or-

ganizations and is therefore the responsibility of the highest organizational bodies of sport organizations.

Three phases are envisaged within this process (Figure 1). Phases such as: (1) the description of the basic characteristics of a major sports competition, (2) the analysis of the external and internal environment of the association (strategic analysis) and (3) the determination of the strategic vision and strategic goals (short - term, medium - term and long - term), form a rational basis for deciding on the organization of a major sports competition. The end of the strategic planning process represents the **decision to organize or not to organize** a major sports event.

In the first phase the **purpose** and **expected benefits** needs to be defined and also description of event **concept**. The purpose is most often related to the provision of development opportunities for the development of sport, the sports industry, the local environment, the regional environment or the national environment, i.e. with the possible short-, medium- and long-term benefits of organizing a sports event. Due to the high costs of the organization, any planning of large sports events must be medium and long-term strategic planning that foresees the legacy of the project. The medium and long-term benefits or the legacy of the project represent the decision-ma-

king factor that should significantly influence the decision to implement the project.

In the phase of **strategic analysis**, it is necessary to carry out an analysis of the internal and external environment of the project in accordance with various methods of analysis and in this way determine the strengths and weaknesses of the internal organization of a project and opportunities and threats that exist and occur in the project (organizational) environment. The phase of strategic analysis is primarily aimed at establishing facts that will help to decide on the organization or non-organization of a major sport event. In this way, the decision-making process becomes more rational, as it is based on objective decision-making criteria. From this point of view Masterman (2004) claim that a proper analysis of the internal and external environment of the project is indispensable before starting to set the vision and goals of the event organization.

At this stage organizer (e.g. sport organization) need to find out the requirements for organizing the event and what his capabilities are for the successful and efficient implementation of the project and the achievement of the purpose and expected benefits. For the analysis process, methods such as (1) the analysis of the wider inter-organizational environment (also PESTLE analyses), the (2) integrated analysis of the substructures of the project organization (organizational, personnel, financial...), the (3) analysis of strengths and weaknesses (business analysis) and the opportunities and threats (environmental analysis) of the project (SWOT) and (4) the cost - benefit analysis, which are carried out as part of (5) the **feasibility study** of the project, are most often used for the analysis process. Feasibility study is absolutely essential for major events and need to be executed **before taking a decision** to organize it. For instance, a feasibility study for the London 2012 Olympics was commissioned in 2002, a year before the bid was launched (2003). Similarly, in 2009 (1) a feasibility study (Mihalič et al. 2009a), (2) an assessment of the national economic effects (Mihalič et al., 2009b) and (3) an assessment of public opinion (Mihalič et al., 2009c) were prepared on the project of the Bled 2018 Winter Olympic

Games (Slovenia), the result of which was the reason that the Olympic Committee of Slovenia did not give consent to start with the bidding process for the games. A feasibility study is broader than a cost-benefit analysis, as it should answer the question of whether the envisaged project is feasible under the given circumstances and includes at least the following aspects of analysis: (1) **operational** (how well the project will meet the expectations of all participants), (2) **technical** (practical feasibility of the project, availability of technical resources e.g. equipment, infrastructure etc. and personnel e.g. professional, technical, management etc.), (3) **time aspect** (whether the project timeline is realistic and feasible), (4) **economic/financial** (comprehensive cost-benefit analysis), (5) **legal** (feasibility of the project in terms of legal restrictions and regulations) and (6) **political** (whether the project is supported by local or state political authority).

The carried out strategic analysis gives us the appropriate starting points and grounds for starting the process of **setting vision and strategic goals** that we want to achieve by organizing a major sports event. These goals are both product (final) and process (intermediate) (Elko, 1997), whereby the final goal can be understood as the most general and is also called a vision. A **vision** is a mental picture of the possible and desired future position of an organization and it should be global, big and courageous goal of the organization. The **goals** we set are short-term goals, which are usually related to the organization and implementation of the competition itself, and medium - and long-term goals, which should have importantly more significant sustainable impacts (**legacy**) on the development of the environment (local communities, regions, countries) in which the event will take place. The strategic goals of the organization of a major international sports event must be also "SMART": specific, measurable, achievable, realistic and timely (Richman, 2002; Masterman, 2004).

With the **decision** to organize or not to organize a major sports event, the process of strategic planning ends. The decision must be made based on the feasibility and potential success of a major sporting event. If the deci-

sion is **positive**, it is considered that a major sports event represents a strategy for achieving the purpose of the organizational strategic plan, so we can start the process of implementing the strategy (operational process). If the decision is **negative**, we (1) can cancel our intention to organize the event or (2) return to the beginning of the strategic planning process and the purpose, goals and concept of major sports event must be re-examined and adjusted.

4.2. Project (operational) management of sport events. In principle, in all areas of activity of sports organizations, we encounter processes that are limited in time and are carried out with the aim of creating something new. Such organizational processes include the organization of large international and domestic competitions, the renovation of sports halls, the preparation of national teams, the organization and implementation of trainings, the preparation of professional literature (books, newspapers, etc.), as well as the learning of new technically complex movement content, the preparation of individual competitors or teams for competitions, etc. All these organizational processes are characterized by the fact that we must plan them, schedule them, coordinate them with the activities of others and take into account constant deadlines and cost limits, while at the same time achieving high quality (Kolar & Zaletel, 2013). Organizational processes defined in this way are collectively called **projects**. In terms of scope and expected effects for sports organizations, the largest, most complex and most important sports projects are the organization and execution of major sports competitions.

The essential conditions for the success of the project are the implementation time, the project costs and the quality of the project result (Hauc, 2002). Therefore, in the project management process of a major sports competition, we will deal with the **effectiveness** of strategy implementation (of a major sports competition). Every project from which we expect direct economic and other benefits is a process, which is basically divided into the project life cycle (initiation, planning, implementing and finishing) and the life of exploita-

tion of project results (effects). In the project life cycle, the short-term goals of the project are implemented, and in the cycle of exploitation of the project results, the medium- and long-term goals of the project (legacy) are implemented, which also represent the added value of the project.

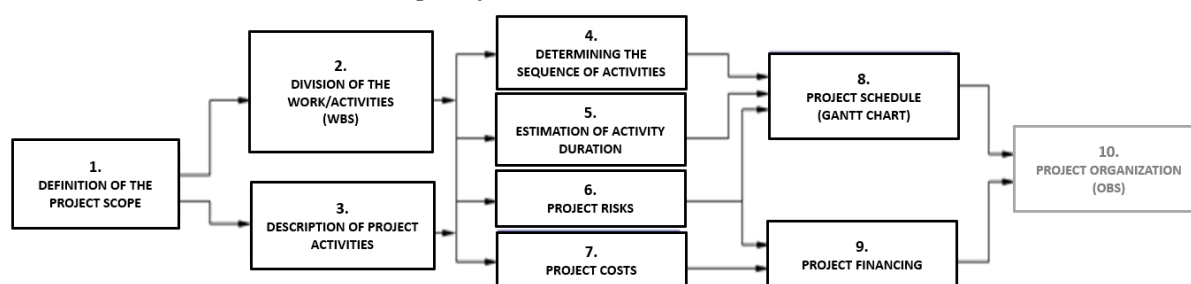
In the **project initiation (starting) phase**, the governing bodies of sport organization must choose the **project manager**, who chooses and forms an initial project team that will participate in the preparation of the appropriate candidacy for the competent state body that gives the **consent** to the selected major sports event and prepares **the candidacy for the international sports organization** that announced (host/owner) the selected competition. It is typical for both steps in the process of starting a project that in the event of a **negative response** from the state authority or international sports organization, the project is (1) abandoned or (2) we return to the previous stages of strategic planning and adjust the project accordingly and re-apply. It is also important to emphasize that before applying for some of the major sports events, other consents must be obtained, such as: consent of suitable television broadcaster, consent of the National Olympic Committee, consent of the local community, consent of the main sponsors and others. The most decisive step in the project initiation phase is applying for the right to organize a major sporting event at an international sports organization. The most important activities in the candidacy phase are for every candidate, regardless of the major international event for which he is applying, preparation of a written candidacy (**Bidding book**) and **presentation of the candidacy** before the decision-making body of the international sports organization that owns the license for the individual competition. According to Masterman (2004), candidates must take advantage of these two most important activities in order to show in which characteristics they are different and better from other candidates.

In the **project planning phase**, it is necessary to answer three basic questions: (1) *"What needs to be done?"* (scope of the project, work packages, activities etc. – steps 1, 2

and 3 on Figure 2), "Until when must it be finished?" (time estimating and planning – steps 4, 5 and 8 on Figure 2) and "What are the risks and how much will it cost to do what needs to be done?" (risks, costs and revenues estimations and planning – steps 6, 7 and 9 on Figure 2). In the operational planning phase, we will add also the question "How will we organize ourselves so that we can do every-

thing required in the estimated time and with the estimated costs?" (planning of the organizational structure – step 10 on Figure 2). Therefore, the operational plan of a major sport events is based on the implementation of **ten (10) consecutive steps**, which are mutually dependent and thus influence each other (Kolar & Zaletel, 2013).

Fig. 2: The process of preparing a project plan for a major sporting event.
(adapted from: Kolar & Zaletel, 2013)



Note: WBS (2nd step) – Work Breakdown Structure; OBS (10th step) – Organizational Breakdown Structure.

Project implementation phase follows the project planning phase. The implementation process appears as phase of the management process, in which (1) the planned **organization is implemented** with staffing and (2) planned **work** (working packages and activities) **is executed** with commanding, leading and motivating of staff hired for the project. In parallel with the process of implementation of the organization and plan of a major sports event, there is also a process of **controlling** the (1) plan, (2) organization and (3) realization of anticipated risks. Control is the process by which we identify deviations between the planned and actually implemented. In the process of controlling of the major sports event, we control the (1) achievement of set goals, (2) time, (3) costs, (4) scope and (5) planned quality of the implemented work packages, activities and work tasks in the project (Brown, 1998; Rozman & Stare, 2008).

Project completion phase begins with the **transfer of project results** (infrastructure, equipment, knowledge...) to **post** or **end-users**. By transferring the effects/results of the project to post/end-users, the medium- and long-term strategic goals of a major sports event begin to be realized and enforced. The

transfer of results represents the long-term legacy of the project. Successful transmission to post/end-users depends primarily on the strategic planning process of a major sports competition. By transferring the effects of the project to post-users, we also transfer them the duty, responsibility and authority for the expedient handling of the project results, and the responsibility for achieving medium - and long - term strategic goals (Semolič, 2007). The project completion phase concludes with a **final report**, the main purpose of which is to improve future projects and should include at least (1) description of strategic errors, performance analysis from a (2) time, (3) costs, (4) quality point of view, (5) analyses of risks management and (7) reports or opinions of different stakeholders.

The **life cycle of exploitation of the project results** begins after the completion of a major sports event, when the planned results of a project are transferred to post/end-users. The transfer of results of a project to post-users is formally regulated by a contract, which also defines the expected results of further use of the project's acquisitions (infrastructure, equipment, knowledge...). The cycle consists of the process of **providing feedback**

on the achieved project results in after-transfer period and **evaluating of the achieved results** in comparison with the planned ones. With this process, we basically control the realization of strategic goals (**strategic control**), which represents the control of the overall performance (successfulness) of executed project of a major sport event which can be measured by medium and long-term economic and non-economic returns and benefits of the adopted strategic decision for the organizer, the local environment and the country.

5. Conclusions. Comprehensive framework (model) of sport events management holistically covers the problem of management of large sports events and provides the user of the framework with direct guidance on activities and requirements as well as the timing of individual steps in the decision, planning, implementation, organization and control of the effects of projects of this type. The useful value of the developed framework (model) is not limited only to the management of large sports events, as with certain modifications is suitable also for the management of various types of organizational projects, which are called events.

REFERENCES

1. **Arthur D.** *Sport event and facility management*. In J. Beech & S. Chadwick (Ed.), *The business of Sport Management* (pp. 321-339). Essex: FT Prentice Hall, Financial Times 2004.
2. **Bartoluci M.** *Turizam i sport - razvojni aspekt* [Tourism and sport – development aspect]. Zagreb: Školska knjiga 2007.
3. **Bayo P.L., Akintokunbo O.O.** *Strategic Decision Making: Process and Aid to Better Decision Making in Organizations: A Literature Review Approach*. International Journal of Economics and Business Management, 2022, **8** (1), pp. 56-62.
4. **Brown M.** *Successful Project Management in a week (2nd edition)*. London: The Institute of Management 1998.
5. **Cooke S.H., Tate K.** *The McGraw-Hill 36-Hour Course Project Management*. New York: McGraw-Hill 2005.
6. **Elko K.** *The Ultimate Secrets of Goal Setting. Technique*. USA Gymnastics 1997.
7. **Elvin I.T., Emery P.** *A role for professional sports management*. The XXIII Snickers World Cross Country Championships. European Journal for Sport Management, 1997, **4** (1), pp. 6-25.
8. **Gilson L.L., Goldberg C.B.** *Editors' Comment: So, What Is a Conceptual Paper?* Group & Organization Management, 2015, **40** (2), pp.127-130.
<https://doi.org/10.1177/1059601115576425>.
9. **Green B.C., Chalip L.** *Sport tourism as the celebration of subculture*. Annals of Tourism Research, 1998, **25** (2), pp. 275–291. DOI:
[https://doi.org/10.1016/S0160-7383\(97\)00073-X](https://doi.org/10.1016/S0160-7383(97)00073-X).
10. **Hauc A.** *Projektni management* [Project management]. Ljubljana: GV Založba 2002.
11. **Jaakkola E.** *Designing conceptual articles: four approaches*. AMS Review, 10, 18-26.
<https://doi.org/10.1007/s13162-020-00161-0>.
12. **Kolar E., Zaletel, Z.** *Management (športnih) prireditel* [Management of (sport) events]. Ljubljana: 2013. Agencija Poti d.o.o.
13. **Kolar E., Mammadov E.E., Gayibov F.F., Vasileva, M.T., Biloslavo, R., Pišot, R.** How to create a national sport strategy: a substantive and methodological perspective. *Annales kinesiologiae*, 2024, **15** (1), pp.55-88. DOI:
<https://doi.org/10.35469/ak.2024.439>.
14. **Kolar E., Tušak M., Robnik P., Biloslavo, R.** *Strategic decisions: how good does it fit the decision-making process into the strategic management process?* Journal of engineering management and competitiveness, 2024, **14** (2), pp. 99-111. DOI: [10.5937/JEMC2402099K](https://doi.org/10.5937/JEMC2402099K).
15. **Kuper S., Szymanski S.** *Soccernomics: why England loses, why Germany and Brazil win, and why the U.S., Japan, Australia, Turkey and even Iraq are destined to become the kings of the world's most popular sport*. Philadelphia, US: Nation Books 2009.

16. **Masterman G.** *Strategic Sports Event Management. An International Approach.* Oxford. GB: Elsevier Butterworth-Heinemann 2004.
17. **Mihalič T., Knežević Cvelbar L., Pahor M., Kuščer K.** *Ocena izvedljivosti ZOI Bled 2018* [Feasibility study of WOG Bled 2018]. Ljubljana: Inštitut za turizem Ekonomske fakultete 2009a.
18. **Mihalič T., Šlander S., Rebec P., Slak N.** *Ocena narodnogospodarskih učinkov projekta ZOI Bled 2018* [Assessment of the national economic effects of the WOG Bled 2018]. Ljubljana: Inštitut za turizem Ekonomske fakultete 2009b.
19. **Mihalič T., Knežević Cvelbar, L., Pahor M., Batagelj Z.** *Ocena javnega mnenja o projektu ZOI Bled 2018* [Assessment of public opinion on the ZOI Bled 2018]. Ljubljana: Inštitut za turizem Ekonomske fakultete 2009c.
20. **Mulej M. et al.** *Dialektična in druge mehkosistemske teorije* (podlaga za celovitost in uspeh managementa) [Dialectical and other soft system theories (basis for the comprehensiveness and success of management)]. Maribor: Ekonomsko poslovna fakulteta 2000.
21. **Pfister G., Mintert S.M., Lenneis V.** *One is not born, but rather becomes a fan: The socialization of female football fans—a case study in Denmark.* In G. Pfister & S. Pope (Eds.), *Female Football Players and Fans. Football Research in an Enlarged Europe* 2018, pp. 211–240. Palgrave Macmillan.
22. **Pučko D.** *Strateški management* [Strategic management]. Ljubljana: Ekonomska fakulteta 2008.
23. **Richman L.** *Project management step-by-step.* New York: AMACOM – American Management Association 2002.
24. **Rozman R., Stare A.** *Projektni management ali ravnateljevanje projektov* [Project management]. Ljubljana: Ekonomska fakulteta 2008.
25. **Semolič B.** *Zagon projekta* [Project launch]. Projektna mreža Slovenije – revija za projektni management, 2007, X(3), 4–10.
26. **Slack T.** *Understanding Sport Organizations. The Application of Organization Theory.* Champaign: Human Kinetics 1997.
27. **Storm R.K., Jakobsen T.G.** *Does international elite sporting success or hosting major events affect self-rated health?* An examination of potential positive externalities related to international sporting tournaments. *Managing Sport and Leisure*, 2024, 29 (2), pp. 187–204. DOI: <https://doi.org/10.1080/23750472.2021.2004914>.
28. **Šugman R., Bednarik J., Kolarič B.** *Športni menedžment.* [Sport management]. Ljubljana: Fakulteta za šport 2002.
29. **Uhm J.P., Lee H.W., Han J.W.** *Creating sense of presence in a virtual reality experience: Impact on neurophysiological arousal and attitude towards a winter sport.* *Sport Management Review*, 2020, 23 (4), pp. 588–600. DOI: <https://doi.org/10.1016/j.smr.2019.10.003>
30. **Walters G.** *Bidding for Major Sporting Events: Key Issues and Challenges faced by Sports Governing Bodies in the UK.* Birkbeck Sports Business Centre Working Papers 1, Birkbeck College, Department of Management 2008.
31. **Žnidaršič Kranjc A.** *Ekonomika in upravljanje neprofitnih organizacij* [Economic and management of non-profit organizations]. 1996. Postojna: DEJ d.o.o.

İDMAN HADİSƏLƏRİNİN İDARƏ EDİLMƏSİNİN ƏTRAFLI ÇƏRÇİVƏSİ

i.ü.f.d. E. Kolar^{1a}, i.ü.f.d. E.E. Mammadov^{2b}

¹ *Koper Elm və Tədqiqat Mərkəzi, Davranış İqtisadiyyatı İnstitutu, Sloveniya*

² *Gənclər və İdman Nazirliyi, Azərbaycan*

^a Edvard.Kolar@zrs-kp.si, orcid.org/0009-0003-4482-7843

^b elnur.mammadov@mys.gov.az, orcid.org/0009-0001-7915-3231

Annotasiya. İdman tədbirləri idmanın təşkilatı mədəniyyətinin əsas hissəsidir, onların keçirildiyi mühitin təbliğinə, həmçinin turizmin və digər iqtisadiyyatların inkişafına təsir göstərir. Böyük idman tədbirlərinin təsirləri onların idarə edilməsinin və təşkilinin birbaşa və ya dolaylı nəticəsidir və mənfə və ya müsbət ola bilər. Buna uyğun olaraq, bu məqalənin məqsədi idman tədbirlərinin idarə edilməsinin hərtərəfli konseptual çərçivəsini (modelini) təqdim etməkdir. Tədqiqatı tərtib etmək üçün biz konseptual məqalənin yazılması metodologiyasından və müxtəlif anlayışlar və elmi fənlər arasında körpü və ya əlaqəni təmin edən əlaqələri proqnozlaşdıran nəzəri çərçivə qurmağa çalışan “model kağızı” adlı metod yanaşmasından istifadə etdik. Bu məqalədə təqdim olunan hazırlanmış konseptual çərçivə əsas id-

man tədbirlərinin idarə edilməsi məsələsini hərtərəfli əhatə edir və bu tip layihənin xüsusiyyətlərini və ya xüsusiyyətlərini nəzərə alır. Üç modelin (strateji idarəetmə modelləri, layihələrin idarə edilməsi metodologiyası, idman hadisələrinin idarə edilməsi nəzəriyyəsi və praktikası) qarşılıqlı uyğunluğu və əlaqəsi böyük idman tədbirlərinin idarə edilməsi problemini bütöv şəkildə əhatə edən və çərçivə istifadəçisini fəaliyyətlər və bu tip layihələrin idarə edilməsi üçün tələblər üzrə birbaşa təlimatla təmin edən əsas idman tədbirlərinin ümumi idarəetmə modelini müəyyən edir.

Açar sözlər: *əsas idman hadisəsi, strateji idarəetmə, layihənin idarə edilməsi, ümumi çərçivə, idman tədbirlərinin faydaları.*

КОМПЛЕКСНАЯ КОНЦЕПЦИЯ УПРАВЛЕНИЯ СПОРТИВНЫМИ СОБЫТИЯМИ

д.ф.э. Е. Колар^{1a}, д.ф.э. Е.Е. Мамедов^{2b}

¹ *Научно-исследовательский центр Копер, Институт поведенческой экономики, Словения*

² *Министерство молодежи и спорта Азербайджана*

^a Edvard.Kolar@zrs-kp.si, orcid.org/0009-0003-4482-7843

^b elnur.mammadov@mys.gov.az, orcid.org/0009-0001-7915-3231

Аннотация. Спортивные мероприятия являются основной частью организационной культуры спорта, оказывая влияние на продвижение среды, в которой они проводятся, а также на развитие туризма и других видов экономики. Воздействия крупных спортивных мероприятий являются прямым или косвенным результатом их управления и организации и могут быть отрицательными или положительными. В соответствии с этим целью данной статьи является представление комплексной концепту-

альной основы (модели) управления спортивными мероприятиями. Для разработки исследования мы использовали методологию написания концептуальной статьи и методический подход, называемый «модельная статья», который стремится построить теоретическую основу, которая предсказывает отношения, обеспечивающие мост или связь между различными концепциями и научными дисциплинами. Разработанная концептуальная основа, представленная в данной статье, всесторонне охватывает воп-

рос управления крупными спортивными мероприятиями и учитывает специфику или характеристики данного типа проекта. Взаимная согласованность и связанность трех моделей (модели стратегического управления, методология управления проектами, теория и практика управления спортивными мероприятиями) определяют общую модель управления крупными спортивными мероприятиями, которая целостно охваты-

вает проблему управления крупными спортивными мероприятиями и предоставляет пользователю фреймворка прямые указания по действиям и требованиям для управления такого типа проектами.

Ключевые слова: *крупное спортивное мероприятие, стратегическое управление, управление проектами, фреймворк, преимущества спортивных мероприятий.*