

Solidarity march

Event organization and other editions' improvements

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To Estel Paloma, “adoptive” tutor who has guided and helped me throughout the development of the project. For her original ideas and proposals in this project, to share what she knows in such an easy way.

To the organizing committee of the “Marxa de Sant Jordi”, to make me a place on their team, treating me like one of their own and helping me with everything I needed.

To all those who have invested their time in answering the surveys and participating in the focus group.

And finally, to my family. To be there, to believe, to educate and encourage me to be my better self.

ABSTRACT

Nowadays, the world of the organization races is saturated. Citing the article *El gran negocio de las carreras populares: dónde va a parar el dinero*: "In Spain, there are celebrated near 4.000 races a year, more than 10 a day. The majority, on weekends, which is equivalent to 75 each."

For this reason, to be successful, it is necessary to take a different approach and try to find what could make the organization stand out. It can be as simple as changing the theme, target, or location, but this is the hardest to find.

In this context, the present Final Degree Project (FDP) is a business plan to organize a solidarity race jointly with the organization UEC of Mataró (Unió Excursionista de Catalunya). Moreover, the aim is to analyze previous editions and propose possible improvements regarding planning, marketing, and funding.

Avui dia, el món de l'organització de curses està saturat. Citant l'article *El gran negoci de les carreres populars: a on van a parar els diners*: "A Espanya, se celebren prop de 4.000 curses a l'any, més de 10 al dia. La majoria, els caps de setmana, la qual cosa equival a 75 cadascun".

Per aquest motiu, per tenir èxit, cal adoptar un enfocament diferent i intentar trobar allò que podria destacar l'organització. Pot ser tan senzill com canviar el tema, l'objectiu o la ubicació, però aquest és el més difícil de trobar.

En aquest context, el present Treball de Fi de Grau (TFG) és un pla de negoci per organitzar una cursa solidària conjuntament amb l'organització UEC de Mataró (Unió Excursionista de Catalunya). A més, l'objectiu és analitzar les edicions anteriors i proposar possibles millores quant a la planificació, màrqueting i finançament.

Hoy día, el mundo de la organización de carreras está saturado. Citando el artículo *El gran negocio de las carreras populares: a dónde van a parar el dinero*: "En España, se celebran cerca de 4.000 carreras al año, más de 10 al día. La mayoría, los fines de semana, lo que equivale a 75 cada uno".

Por este motivo, para tener éxito, hay que adoptar un enfoque diferente e intentar encontrar lo que podría destacar la organización. Puede ser tan sencillo como cambiar el tema, el objetivo o la ubicación, pero este es el más difícil de encontrar.

En este contexto, el presente Trabajo de Final de Grado (TFG) es un plan de negocios para organizar una carrera solidaria conjuntamente con la organización UEC de Mataró (Unió Excursionista de Catalunya). Además, el objetivo es analizar ediciones anteriores y proponer posibles mejoras con respecto a las opciones de planificación, marketing y financiación.

“Success depends upon previous preparation, and without such preparation, there is sure to be a failure.”

Confucius

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1. STUDENT PRESENTATION

My name is Laia Feliu Maimoné and I am in the fourth year of my university degree, Business Administration and Innovation Management.

I consider myself an organized student with the capacity to be constant and focused on daily bases. As an example, taking into consideration the number of activities and work I must do daily, I have a structured and effective schedule. Furthermore, I am a perfectionist and I like to do the best, both in my personal and professional life.

As a professional experience in the business administration sector, I did an internship in a worldwide known company called Multivac, S.A during a period of four months. This has helped me with the interaction with people totally different from me and with the implementation of other ways of working. As well as, the capacity to adapt to new environments.

Moreover, thanks to the multiple activities I have been doing during my whole life I am comfortable working with other people and helping my teammates become their better selves. For example, I participate in a Catalan activity called “Castellers” in which the main principle is to become one united organization, where everyone is always willing to help.

For my final degree project, I would like to plan the organization of a sporting event. This would consist of a race with a social purpose, fully subsidized by external parties.

I believe the skills listed above will be helpful when planning the event and dealing with the other members of an organization, volunteers, and participants of the race.

On the other hand, I will have to work with my non-conformism and ambitiousness since, in my opinion, these are one of my weak points and have me always wondering what I could have done better. Up to the point, I am consistently reconsidering my work.

Some people might not consider them as bad skills, but I sometimes get frustrated if things do not work as expected.

As motivation for my final degree project, I am excited to be able to work with professionals in the field of organization of races. Also, I am eager to build an extensive network of contacts that will probably help me in the future. For this reason, I am looking forward to finishing university and being able to implement all the knowledge learned.

Finally, I am excited to see if the topic of my final project can be carried out because some people have doubted the success of it. Moreover, I believe that the aptitudes and motivations listed above will help me to do a great job and fulfill, with success, all the challenges I face.

2. INTRODUCTION

This project is born from the desire to help the organization where I practice trail running to overcome the lack of knowledge they have regarding some factors in the organization of the annual march of *St. Jordi*.

The main aims are to create a marketing campaign and to support the UEC (*Unió Excursionista de Catalunya*) in every step of the organization of the sporting and solidarity event.

During the development of the project, marketing, administration, operational, and other techniques learned during my degree will be applied to improve the visibility of the event and to raise the decreasing participation rate of the citizens of Mataró. Moreover, it will be driven by a social cause, and part of the benefits will be sent to *Càritas*.

In order to be successful, a market analysis must be conducted to see the steps to plan a sporting event with a social purpose, to create a marketing campaign, and to investigate the best practices and successful cases from other entities and organizations. Apart from that, the opinions and first-hand advice from professional race organizers will be taken into consideration.

As mentioned above, the project will be supported and jointly created with the entity UEC. The event, which will consist of a march of 12km and 23km was originally meant to be held in Mataró on the 26th of April. Yet, due to COVID-19, this year's edition has been canceled.

A crucial factor throughout the project was to have good communication with the rest of the organizing committee. To start, it was important to plan the activities and tasks that needed to be developed, considering the delivery dates and the agreed schedule, and set the desired objectives.

Next, following the research results and previous years' strategies, it was time to go through all the areas of the organization of a sporting event. These are the economic-financial area, advertising, and marketing area, technical or competition area, infrastructure area, administration area, and logistics and facilities area. Paying special attention to sponsors, collaborators, permissions, and the marketing campaign.

Each of the previous sections required the assignment of responsibilities among the committee members.

3. JUSTIFICATION

Dani Tavares, president of the entity UEC, transmitted his concern about the decline in the participation of the march. He knew I was interested in the event, and he offered me the chance to help. After some meetings with the previous edition organizers, it was clear that there were some missing elements.

These were a marketing campaign, the correct prior planning, and tracking factors concerning the course of the march. For this reason, a market analysis was required to be performed and a marketing campaign was needed to be created.

Furthermore, the methods used were obsolete and every year the public reached was decreased, and with it, the participation. For this reason, during the organization of the race, it was crucial to take special attention to planning and logistics.

Moreover, due to the management of the entity, its visibility among the inhabitants of Mataró has been decreased, causing, at the same time, a drop in participation in all the organized activities, and a decline in members.

To solve this last issue, the entity UEC is participating in the solidarity initiative of the city hall of Mataró called *Mou-te amb cor*. Its main aims are to encourage participation in sporting events from the citizens of Mataró and to help support many social causes. This initiative involves companies, clubs, and entities of the city which organize activities at a sporting level. These can be walks, races, and a multitude of other activities.

Núria Benaiges Abril, one of the organizations of the march who has been helping with the management of the entity and who has participated in the preparation of the event for many years told me the following: "Due to bad management, four years ago we had a deficit of almost two thousand euros and the entity is still trying to recover from it. We spent too much money on t-shirts and other suppliers for the day of the event and, in the moment of truth, the participation was not even a quarter of what was expected." This has caused us to use as little money as possible from the entity.

Also, Daniel Tavares Cordero, told me that he thought the reach of the actions they were carrying out to promote the participation in the event was not sufficient to accomplish the number of participants they had eight years ago, which was eight hundred participants.

In order to obtain a reliable primary source of information regarding the performance of last year's edition a survey about the event, aimed at the last year's participants, was conducted.

The results showed that 15.8% of them wanted to be informed more in advance, and 10.5% would have liked to receive more information about the event. Also, 21% thought

the food and beverages, provided during the event, were not enough and 15.8% were not satisfied with the options.

Additionally, 57.9% argued the route was not well planned enough because they got lost (50%), it was not easy to follow (33.3%), and it was too short (16.7%). In addition, 26.3% of the sample was not able to identify the members of the organization, and about half, considered the event did not show information related to the social cause. Moreover, 42.1% agreed it was easy to donate during the event.

As mentioned above, the promotion was not sufficient, and it was not done correctly. 73.7% of the sample did not know about the existence of the social networks of the march. Mainly, the promotion is done through the web page but the most used social media networks by the participants were Instagram (76.5%), Facebook (41.2%), and Twitter (35.3%).

In the remaining percentage, who had knowledge about social media, 62.5% rated them poor to average promotional support.

The improvements proposed by the sample were mostly organizational: the route, food, and beverages provided; the starting point and a gradual departure, t-shirt sizes, and more information regarding the event.

More detailed information and the design of the survey can be seen in the third part of the project (Interviews' results) and in Annex 1.

As mentioned in the student presentation I like to have things under control and with a project like this, there are always setbacks. For this reason, I believe that the organization of this event will help me improve regarding this issue and it will also ameliorate the way I work with others. It will make me understand that sometimes going with the flow is necessary.

Moreover, to prepare this march I will have to contact suppliers, clients, sponsors, and other members related to the event. Thus, going out of my comfort zone and losing the fear to make a mistake while contacting other professionals, will be required.

Another personal matter in which I think it will help me improve is to manage the time better because the timeline is limited, and a lot of tasks need to be taken care of. Apart from the work of the university, and other stuff.

Finally, in most of the subjects learned during my degree there are the steps, theory, and recommendations to be able to perform a project like this. Some of these subjects are the following:

Introduction to accounting and cost accounting:

Both subjects are valuable when the profitability and viability of the project have to be determined. These helps increase and comprehend the concepts of accounting, the interpretation of financial statements, the different systems used according to the organization, and the accounting cycle.

Thus, these are handy when wanting to examine the past and current financial situation of the entity. Moreover, in my case, it was practical to determine if more collaborations or strategies were needed to carry out the *Marxa de Sant Jordi*.

Social networks:

One of the major improvements that were required for better participation, was the creation of the social media profiles and their right strategy.

Consequently, you will be able to detect the advantages and disadvantages of these media platforms, control the IT tools, and define the strategies and goals of the business using the marketing campaign.

Marketing plan and new trends in marketing:

This area of study enhances the understanding of the marketing principles, the general vision of the business, its main functional areas, and the skills to locate a product in a market. Also, it is helpful to improve teamwork.

All the mentioned above are required to effectively place a product or service, perform a correct analysis, and decide the correct strategy.

Interpersonal relationships in the business environment and management and leadership skills:

One of the backbones of the organization of sporting events is human resources' management, knowing each one of the parts involved, how to motivate them, and the right strategies used to lead.

ICT tools for businesses and BA Project Elaboration:

On one hand, ICT tools provide the necessary means to find, manage, and generate content from the useful information on the internet. Therefore, it is useful to analyze the market and the strategies other companies are applying.

On the other, BA Project Elaboration supplies the methodologies to plan and develop the project. When testing if the project would be successful, there are multiple tools that can be used.

4. CONTENT AND STRUCTURE

In this project, there are gathered all the procedures that revolve around the organization of a sporting event, paying special attention to the areas of planning, marketing, and communication, human resources, budgets, and logistics, among others.

The project is divided into four parts:

1. **Justification and part 1: general information about the topic.** Throughout this part, different qualitative methods will be used to collect as much information as possible to be able to organize a sporting event. These methods will be online and offline research, and interviews with professionals in this field.

In this part, there are going to be the justification, the theoretical framework, the external and internal analysis, and the relationship that the analyzed elements have with the problem to be solved.

Moreover, the results of the surveys and focus group performed will be exposed.

2. **Pre-event or part 2.** For sure, the most important and large part of the project which is going to be divided into six subcategories:
 - The explanation of the event, the objectives, the methodology, the planning, the business model, and target.
 - The marketing plan, where the project dossier can be found.
 - The plan of operations.
 - The economic and financial plan.
 - The legal and normative aspects of the project
 - The human resources plan.

In this part, the marketing campaign will have considerable importance because it is the lacking part of previous editions.

3. **The event** where all the information gathered and all the steps to follow will be summarized in a schematic way in order to have a clear understanding of the development of the event. And to be able to show the information to sponsors, volunteers, and other members of the organization.
4. **Post-event or part 3.** During this last phase, the feedback of the event will be gathered and the conclusions regarding the objectives and the planning will be taken.

PART 1:

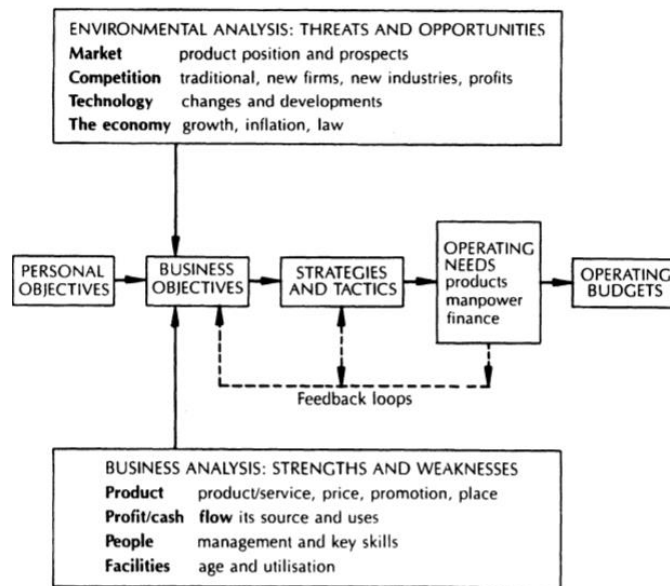
General information about the topic

5. Studies related to the project

5.1 Business plan

When starting a business, it is crucial to know its current situation and where it is going and the best tool to accomplish it, is to have a good business plan.

In order to know where the business is Paul Burns created the following planning process:



Graph 1: [Planning process](#)

A business plan, according to Longenecker (2007), is a document that describes the basic idea that underlies a company and that describes considerations related to its start and future operation. However, it is also viewed as a **road map that facilitates the execution of excellence by individuals** (Haag, A. B., 2013)

The transcendental thing in the realization of a business plan is to take into account its main elements.

These elements arise from the conceptual, methodological and management need to introduce an instrument that allows the strategies to be specified in technical, economic, technological and financial terms, both in the short and medium-term, making a detailed description of the services and products that are being offered, the market opportunities they possess, and how it is endowed with tangible and intangible resources, which allows competitiveness and differentiation among the other competitors and allies.

The objective of the business plan is to achieve a broad knowledge of the company or the activity it intends to launch. At the same time, to find partners or serve as a basis to

convince them of the merit of the project and to obtain the resources and capacity necessary to implement the plan, and thus obtain the financing to run the business.

To fulfill this purpose, it is necessary to take into account the following aspects:

- Company and its line of business or activity, productive sector, and company size.
- Type of goods or services to produce or sell.
- Market Study.
- Production Study.
- Study of the Organization.
- Finance Study.
- Executive summary.

For its preparation it is necessary to cover the following three steps:

1. Collecting the necessary information (prices, competitors, suppliers, technical data, legal data, etc.).
2. Effective planning of that activity. Choosing appropriate strategies and finding ways to achieve the objectives set.
3. Drafting the plan (stage of choice of the optimal form of presentation to the recipient of the result of the previous step). Functions and role of the business plan. These are four functions:
 - a. The crystallization and development of ideas about how business should be conducted.
 - b. To achieve a retrospective assessment of the real performance of a business over the plan.
 - c. Evaluation of new business ideas.
 - d. To obtain financing.

A business plan is essential if the help of a commercial lender, to a bank or potential investor is needed. With it will be easy to identify some aspects of the business that are not under control and act on them with some special measures; To provide an operative framework and new directions for action; To acknowledge and analyze in detail the company's strategy; To identify the areas where the company does not have sufficient specialized knowledge; And to create conditions and facilitate the resumption of planning process also in the other occasions.

Moreover, the business plan entails taking a long-term view of the business and its environment. A good plan should emphasize the strengths and recognize the weaknesses of the proposed venture. Above all, it should convey a sincerity of purpose and analysis which lends credibility.

It is the foundation for securing funding, communicating, staying focused, and preparing for the unexpected. Even if the borrowing of funds is not necessary, a business plan is useful in order to control the current and future situation of the company or project and to achieve a profitable state.

According to Covello & Hazelgren, 1995, p. 2, “**A business owner who fails to plan, plans to fail**”. Regarding this statement, Haag, A. B., 2013, displays that approximately $\frac{1}{3}$ of new American businesses get through the 5th anniversary. Most of the rest lacked a business plan. Moreover, the conclusion of the discussion in a Chamber of Commerce meeting attended by the author of the article, was that an effective business plan permits the necessary and rapid changes to face changes in the competitive environment.

The complete plan contains a number of 20-50 pages.

Accordingly, the objectives that must be achieved by the component of the plan conceived are:

- To provide a clear, concise, and relevant summary of the business.
- To highlight the unique advantages in achieving success.
- To demonstrate why the business concept will work.
- To demonstrate the management objectives.
- To include strong key sentences from other chapters of the plan.
- To write it in a positive and confident tone.

A good business plan includes the following sections: (Nunn, L., and McGuire, B. (2010))

1. Title page.
2. Table of contents.
3. Executive summary.
4. Business description, where the mission, facilities, and business strategy must be explained.
5. Management.
6. Market and Business Analysis, where the SWOT analysis must be conducted.
7. Business and Market Development.
8. Marketing and Sales.
9. Financial Data with the profit and loss statement, the balance sheet, the income statement, and the cash flow statement.
10. Application of Funds.
11. Appendix.

All the sections mentioned above are of high importance. However, the executive summary and management are the most required ones.

On the other hand, Haag, A. B., 2013 states and explains the following components: Cover letter, where briefly and with simplicity, the reader should be attracted to read further and to contemplate the business opportunity. This incorporates the business' nature, the phase of development, the type and funds needed, and the information to contact the principal of the business.

Sidebar 1
Business Plan Components
Cover letter
Executive summary
Table of contents
Business description and history
Business structure
Product or service description
Market analysis and trends
Operations
Technology plan
Management and organization
Social responsibility and sustainability
Development, milestones, and exit plan
Financial data
Appendix

Business plan components (Haag, A. B., 2013)

Executive summary, where the core of the plan is captured. It must be targeted to the aimed audience and it is a synopsis of the present position of the company and the future path. This must be written when the plan is fulfilled.

Business Structure, where historical facts aiding requests for acquisition or financing objectives are included, and where the business legal form is listed.

Market analysis and trends. This section details the marketplace in which the business will be introduced, the products and the services. It is composed of market research; marketing strategy; weaknesses and strengths; target marketing; market potential;

pricing strategy; and distribution, advertising, and promotion.

Operations where the company's everyday functions are explained. It is important to highlight the possibility to encounter a problem if this section is too technical (Lasher, 1994). Conversely, it should be to the point and brief.

Technology plan. In this section, the functions needed or that could be beneficial from technology must be determined.

Management and organization: The salaries; the resources available; related work experiences; responsibilities and duties; and principals' personal history are the five areas that need to be considered when preparing the management category (Bangs, 1995). This component is rated important due to the fact that 98% of failures in small business are because of weaknesses in management (Lasher, 1994).

Moreover, Haag, 2013 states that "Investors want to see the balance and the ability to provide the four essential elements of management: planning, organization, control, and leadership".

Social Responsibility and sustainability. "Increasingly, companies judge their performance not merely on profit but on the concept of the 'triple bottom line' or people, planet, and profile (Abrams, 2010 p.240).

Appendix. This component encompasses the conclusions drafted in the plan.

As can be seen, by contrast, Haag incorporates a cover letter, the business structures, a separate section for the product or service description, the operations and technology plan, social responsibility and sustainability, development, milestones, and exit plan.

5.2 Strategy tools

In a study conducted by S. Stenfors, L. Tanner, and I. Haapalinna (2004) two-hundred-fifty company executives in Finland in order to analyze the executive use of strategy tools showed that the most used tools were SWOT analysis, spreadsheet applications and Balanced Scorecard application.

This research divided the participants into three different groups:

- Level 1: 182 surveys.
- Level 2: 92 email interviews.
- Level 3: 10 presidential interviews.

The surveyed executives in level 1 were supposed to connect the tools with their names and to list the disadvantages and advantages of those.

The interviewed executives in level 2 had to answer a set of questions through email or phone.

Finally, the executives in level 3 were individually and presidential interviewed regarding the use of strategic tools.

Some of the results extracted from the study were that those tools were used in the social world, by improving communication, control, and work process. Also, they help with meetings and in a smaller proportion of individuals' creativity. At any rate, the answers were subject to a boundary object.

Boundary objects are those that can be differently interpreted by various parties.

Moreover, according to E. Gürel and M. Tat (2017) in order to achieve goals, the companies use strategic planning to improve productivity by allocating resources. This is a tool of strategic management which is a repeated process in which decisions are created, implemented, and evaluated to achieve the objectives of the company.

This process starts with vision, mission, objectives and the next phase is the SWOT Analysis.

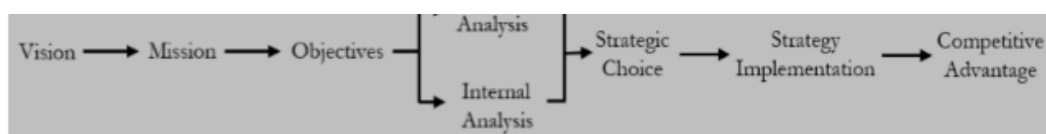


Image 2: The Strategic Management Process

“SWOT Analysis is a simple but powerful tool for sizing up an organization’s resource capabilities and deficiencies, its market opportunities, and the external threats to its future” (Thompson et al., 2007: 97).

The objective of this tool is to the organization’s existing knowledge regarding its environments and formulating, according to it, the best strategy. As mentioned above, it is composed of the following categories and subcategories, which are widely explained in the article written by Sammut-Bonnici, T., & Galea, D. (2014):

1. Internal analysis, to identify the competitive advantage' sources. The micro environment is analyzed.
 - a. Strengths: An organization can be described as strong, equal or weak compared to their competitors based on five criteria: Relative market situation, relative financial structure, relative production, and technical capacity, relative research and development potential, relative human capacity and management effectiveness (Dinçer, 2007: 145).
 - b. Weaknesses are the factors that prevent reaching full potential or the mission of an organization.

The components that must be classified into the above subcategories are the firm's resources: financial, managerial, infrastructural, suppliers, manufacturing, distribution channels, marketing, brand equity, and innovation resources. On occasions, when the competitors' characteristics are practically the same, a resource similarity could occur. In this case, the strategies of these companies are likely to be the same.

2. External analysis, to help with the recognition of future implications and main developments. The macro-environment is analyzed.
 - a. Opportunities are external factors that are favorable to gain a competitive advantage among competitors.
 - b. Threats. These are the obstacles that the organization encounters to have a competitive advantage.

The external analysis is divided into three areas:

- The *Competitor environment* which is a gathering and processing of rival firms' knowledge.
- The *Industry environment* has a direct impact on the income stream and the strategic response of the organization.
- The General environment or also known as PEST which uses groundwork from political, economic, social, and technological.

In the organization of an event, there are many aspects that must be considered due to the impact that the realization of said event can have on the place of development. The economic benefits are well-known. However, there are other striking elements within the community, namely: tourist, social, cultural, physical-geographic, psychological, political, ecological, among others.

Furthermore, Chang and Huang (2006) supported the idea that the improvement of the overall process, which plays an important role in strategic marketing planning, the best tool is a quantified SWOT analysis. In the same line, to increase the performance and effectiveness of this tool, a pre-work evaluation is essential.

Hodgkinson et al.'s (2006) research, demonstrated that SWOT (62%) PEST (17,2%), value chain analysis (15,1%), and BCG (8,6%) were the most used tools in strategy workshops.

It is a widely used tool. However, in order to decide it is suitable for an organization. The executives should take into account the following advantages and disadvantages:

On the one hand, there can be found the advantages:

- It gives a general perspective and presents solutions. It is a road map to arrive at the specific.
- It gives the possibility to make macro evaluations.
- It helps to compensate weaknesses, handle and eradicate threats, and bring to light opportunities.
- It simplifies the steps of gathering and interpretation of information by providing a substructure for taking strategic decisions.
- It englobes other forms of data analysis such as Norton Balanced Scorecard, Porter's 5 Forces Model, etc.
- It facilitates the debate of goals and the future of the company.
- It can be used for all kinds of entities, countries, organizations, governments, etc. Moreover, it adapts to multiple analytical levels.

On the other, there can be found the disadvantages:

- It is limited to definitions of the present situation of the company.
- It is not valid when the conditions of the environment are not still.
- Training and experience are needed for systematic development and use.
- It does not take into account quality and quantity factors.
- Some studies state the inefficiency of the method due to the few benefits it provides compared to the high cost, in terms of time, linked to it.
- Individuals found the distribution in quadrants of the variables challenging.
- It dramatizes the use of a single dimension of strategy.

Another way to detect tactical strategies and/or defend against threats through taking advantage of the strengths and reducing the weaknesses is the Heinz Wehrich's (1982) TOWS Matrix, which is an adaptation of the SWOT analysis.

For the reasons mentioned above, the use of this tool is recommended. However, it is better if it is combined with other analytical methods in order to have a complete and helpful analysis and have a competitive advantage in a constantly changing environment.

Finally, following the strategic management process, once the internal and external analysis is done, the strategy should be implemented, and the competitive advantage should be obtained.

5.3 Sporting events

5.3.1 The athletic boom

In the last few years, there has been a boom in the popular athletic races. These correspond to various typologies, but some of them are linked to different values and social needs that respond to concerns that may go beyond the sporting event itself.

The article written by Abadia, S., Medina, F., Sánchez, R., Bantulà, J., Bastida, N. (2013), on the one hand, focuses on the initial analysis of the growth of athletic races related to social solidarity, and on the other hand, it focuses on the 2013 Oxfam-Intermón Trailwalker' edition held in Spain.

As defined in the article, "The Oxfam-Intermón Trailwalker is a race that includes a cross-training challenge (100 km in less than 32 hours in teams of four members) and solidarity, because each team is committed to collect at least 1500 euros." It is composed of multiple distances, it passes through different locations, and its aim to different target groups.

Since the 2007 crisis, the Spanish population has been involved and more aware of solidarity activities. This can be proven by looking at the 20% increase in participation with volunteer actions towards the care of the most vulnerable groups in Spain. (Menéndez 2013).

This is probably due to the use of better and faster communication tools and strategies such as crowdfunding.

Also, Bennett R., Mousley W., Kitchin P., & Ali-Choudhury R. (2007) remark the impressive size of the potential market in charity-related sports events.

5.3.2 Steps to follow when organizing a sporting event

The role of the organization is crucial in achieving objectives, group norms are decisive for the quality of group performance, high achievements are evident only when norms foster excellence (Ivancevich, Matteson & Olekalns, 1997).

The authors specialized in the subject do not fully agree on the different phases of the organization of an event. For example, Gómez, V. (2001) stated five phases; Año, V. (2003) listed seven phases; Ayora, D. (2004) indicated three phases; Desbordes, M. and Falgoux, J. (2006) listed four phases; and Parent, M. (2008) stated there were four phases.

To get a complete guide of which are the steps to follow, a gathering and selection of the best steps from the previous authors have been created:

0 - Preliminary phase: During this phase, it is important to gather as much information as possible of the market and external support like political power, institutions, or resources available. Moreover, Parent (2008) points out that the first phase is the preparation of the candidacy.

Throughout this period, the organization committee is the one in charge of performing the following tasks:

1. Search, collection, and analysis of the information available.
2. Meetings with all the parties involved.
3. Preparation of the project dossier for the sponsors, partners, collaborators, and possible interested individuals.
4. Preparation of the initial memory of the event where the first design is exposed.

1 - Define and design phase: This consists of the elaboration of the strategic plan with the knowledge collected in the previous step.

Moreover, the tasks that must be carried out are:

1. Preparation of initial report of the event.
2. Feasibility study of the project and technical and financial conditions. As well as a SWOT analysis.
3. Discussion and readjustment.
4. Preparation of the strategic plan.
5. Campaign to disseminate the event.

2 - Structuring and Programming Phase:

Corresponds to the functions of the structural plan and operational plan of the event. During this phase, the structure of the event is designed, and the project is programmed.

Because of the importance of this phase, it will be divided into three sub phases:

1. Organizational chart: It defines categories and jobs, clarifies hierarchies, defines functions and responsibilities, establishes relationships of authority and dependence, concrete communication channels between the business structure.

After establishing and defining the human structure, it is convenient to review the members and functions of the Committees of the event:

- The Executive Committee oversees and controls the proper functioning in the global aspects of the activity but does not develop it.
- The Organizing Committee is responsible for developing the project until the end. Among its missions, there is the preparation of the master plan, the organization of the organization chart, the budget, and the programming of the event among many others.
- The Honor Committee will have a representative and prestigious function and will be composed of invited people, public personalities, political authorities, promoters, and main sponsors.

1. Establishment of event areas:

The creation of these areas will depend on the size of the event, the needs of the event, the technical characteristics, and the organizational capacity.

In the areas, all the functions in the execution of the project are collected. Therefore, it is necessary to have an organization chart, an organizational structure within each area, a budget for each, and a coordination plan

Each author talks about a different number of work areas depending on the importance they attach to some activities or others. However, these are the main ones:

- Economic-financial area.
- Advertising and marketing area.
- Technical or competition area.
- Infrastructure area.
- Administrative area.
- Logistics and facilities area.

2. Action plan: Parent (2008) points out that in this phase the actions of the operational plan, the task package, the implementation, and execution, are developed. It is essential to distribute tasks between areas and have good coordination between them. The action plan has four dimensions: tasks, time, money, and resources.

The most used technique to control the parameters mentioned above is GANTT. It is a system of temporary arrangement of the tasks needed for the achievement of the project. It shows the time in the abscissa axis and the activities and tasks in the ordinate axis, indicating the beginning and end of them by means of a continuous layout.

It also specifies which sequential tasks cannot overlap, which independent tasks can overlap, or tasks whose beginning depends on the completion of others.

As an example, we can see a diagram created with the program Instagantt where a product is being launched:

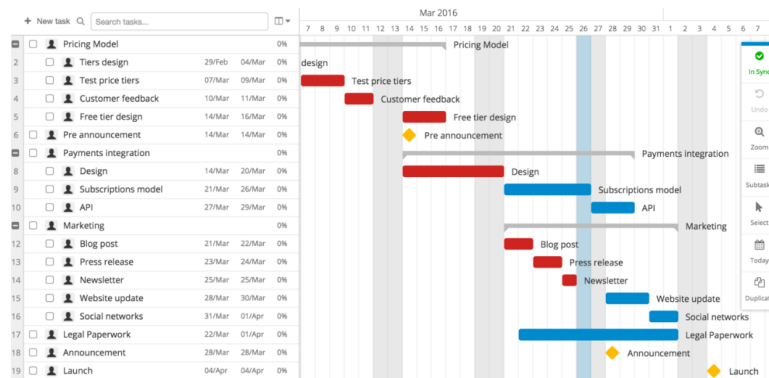


Image 3: Instagantt diagram - Asana

3 - Event development phase: At this stage of the organization process the plan is executed and the event is started.

Special attention should be put into tasks related to protocol, public relations, and media since they create opinions and transmit an image of the organization, therefore, they have great bargaining power.

Once launched, continuous feedback must be generated between the previous phases and this to update and follow the execution as planned. Hence, the importance of planning with flexibility.

4 - Post-event phase:

Even though it might look like after the event is finished, all the work is done, it is then when the disassembly and cleaning tasks must begin. For this reason, there will be a person in charge of the organization in charge of supervising its execution.

At the same time, thanks to all the members of the organization, to the participants, and sponsors must be sent. Moreover, it will also be advisable to send the results, and photos of the event where your corporate image appears.

Once this is done, the analysis of the sporting event takes place, taking into account different balances that will help to make the best decisions in later editions. A final balance may, in turn, be composed of:

- An organization balance sheet, where the operation of the event will be examined to the smallest detail.

- A financial balance where it will be analyzed if the budget was realistic and what economic results have been obtained; a public balance from two perspectives, the quantitative and the satisfaction of the attendees.
- A sports balance, focusing on the competition itself.
- A commercial balance and continuity of sponsorship contracts.

Finally, the Committees must be liquidated and dissolved.

Also, according to the study carried out by Abadia i Naudi, S., Morejon, S., Moragas, M. and Medina, F.X., (2019) there are various good practices, inside the three phases, when developing an event. In the following classification there are some of the most relevant ones:

1. Design and planning:
 - a. Definition of the type of solidarity bond of the event.
 - b. Definition of the supported solidarity project.
 - c. Mention to the solidarity aspect in the name of the event.
 - d. Clear and concise information of the collection to be obtained and the different possibilities of solidarity contribution.
 - e. Promotion of the participation of the recipients of solidarity.
 - f. Encouragement of the participation of relatives and friends of participants and donors.
2. Execution:
 - a. Event decoration.
 - b. Information on the cause of solidarity and the entity of the third social sector through audiovisual media.
3. Closure:
 - a. Monitoring of the impact achieved through the solidarity project.
 - b. Stakeholder feedback: lessons learned and proposals for improvement.

5.4 Factors conditioning the design and realization of sport events

According to Ayora, D., García, E. and Juan A., M (2004) there are two types of factors that have to be taken into account when organizing a sporting event. These are external and internal.

As external, we can find those that cannot be controlled by the entity/company. However, these can easily alter the daily operations. Inside this classification we can find eight factors:

1. Political factor: The support of the government is necessary to develop any kind of activity. This has special importance if the space needed is a public one. Moreover, the importance that governments give to social and sports initiatives can be determinant to approve the project.
2. Demographic factors: One of the first steps when organizing an event is to find out who is the right target. To know it, a demographic analysis must be conducted to see if the idea is viable or if it must be changed. Some of the elements that must be looked at are income level, age, sex, among others. Apart from the target definition, this is crucial to determine the marketing campaign.

Inside this category two important points are the degree of interest of the community where the event is being held and the inhabitants' support.

3. Media factor: The success of the project will depend on the participation of the people. Therefore, they need to receive the right information through the right channels
4. Economic factor: The financial resources can come from public or private entities and it is important to plan ahead the sources of merchandising, sponsoring, among others.
5. Stakeholders: These influence the organization because they are the ones that have the negotiation power. It is a large group that involves parties such as providers of material and infrastructure, volunteers, political organizations, personnel, among others
6. Equipment and infrastructures factor: A necessary requirement when planning these kinds of events are mobility, public transportation, and equipment, hotel beds, among others.
7. Impact factor: According to Pablo de Frutos, T (2014) the Olympic Games of 1992 constituted a deep source of economic resources, contributing a total of 3.108 million pesetas. Moreover, it was a great way to promote Barcelona internationally and to attract investments.

In fact, it can improve the labor, economic, and social level of the determined zone.

8. Support of public and private institutions.

As for internal factors, there can be found seven:

1. Cost of opportunity factor: According to Davidson, J. (1999) when planning an event, there is an opportunity cost when choosing one resource or another which could provide more benefits.
2. Time factor: All the events and especially sports events are subject to restricted timing. All the agreements and preparations must be planned and executed before the set day.
3. Resources factor: Not all organizations have the same resources as others. It depends on the kind of event and the organizers' human, financial, and material resources.
4. Uncertainty factor: Even though the project can be well planned, it all revolves in something that will happen in the future. For this reason, it is important to be flexible and to have a plan B as well as different scenarios.
5. Organizational factor: The main agent is the director or head of the organization. Its tasks go from sharing enthusiasm, distributing tasks to take responsibility for mistakes.
6. Organizational capacity: It can either be as productive or structural capacity. Both must allow the production, control, decision-making, and informational processes.
7. Experience factor: If the organizer has previously done the event it can have a clear example of how things need to be done and which are the factors that need more or less attention. On the other hand, if it is a new project there are multiple things that need to be taken into account, and in the end, improvements will have to be made. This factor has a close relation to uncertainty.

Apart from the ones listed above it is important to highlight another factor which was explained by Michel Desbordes and Julien Falgoux (2006) in their book "*Gestión y organización de un evento deportivo*": there is a real connection between the sport and the party; Both are intimately linked. They defined the party as "Celebrations organized by an association or individual". Therefore, the entertainment of the participants is a must because after all, they are going to be the best promoters that an organization can find, and their enrollment with other editions will be assured.

5.5 Marketing

According to Kotler, 1984, marketing is the social process by which individuals and groups get what they need and want by creating and exchanging products and values with others.

5.5.1 Marketing plan & campaign

Corresponding with the information found in the book “El plan de marketing” there nine steps to follow when a marketing plan is composed:

1. Define the mission and purposes of the enterprise. During this step, it is important to know the actual situation of the company and where, in the mid and long term, we want it to arrive.
2. Prepare the basic data corresponding with the market analysis of the situation of the company. This information is about sales, market, tendencies, product/services, competence, distribution, and communication, among others.
3. Detect and analyze the problems and opportunities of the company.
 - a. A problem is something that needs to be solved since it is an obstacle to the goal achievement.
 - b. An opportunity is a possibility that must be exploited for the attainment of the objective.
4. Set specific goals. These should be thought through and refined.
5. Formulate action programs. After the development of an action program, a decision matrix should be created.
6. Develop strategies, which are the road to success, and which have as aim the market. As examples there can be found:
 - a. Planning and development of products/services.
 - b. Sales/services.
 - c. Publicity/promotion.
 - d. Prices
 - e. Distribution.

Regarding the marketing strategies, Julian Martinez, states that promoting your event two to three months prior to the event date will produce exponentially greater results than if you promoted it only a few days before.

Moreover, HubSpot states that most B2B companies spend 5-8 weeks planning an event.

According to a survey by Eventbrite, if your event is not free, you may expect up to 20% of your registrations to happen either the day before or the day of your event.

7. Prepare the budget. Even though most of the companies want to economize as much as possible, the budget should not be conceived with the criterion to save money, if not to produce benefits. The main costs of marketing are the costs of sales and the costs of services. To elaborate on a marketing budget there are different methods to choose from:
 - a. Mechanic: The budget is established after considering all the other costs of the company.
 - b. For tasks.
 - c. Cooperative: where the management decides the budget estimation and shares this information with the managers of marketing, so they can develop a plan.

During this phase, a diagram of the activities flow must be developed.
8. Project the sales and benefits.
9. Establish control mechanisms. A monthly systematic revision of the processes and actions is extremely important to prevent and solve possible problems. KPIs are the best methods to analyze the project.

Furthermore, according to the professor of the Tecnocampus, Anaïs Arderiu (2019), the marketing plan can be divided into three phases: analytical, strategic, and operational; and each, has two stages:

Analytical phase		Strategic phase		Operational phase	
Stage 1	Stage 2	Stage 3	Stage 4	Stage 5	Stage 6
Description and analysis of the current situation	Diagnosis of the situation and target audience	Setting marketing goals	Elaboration of marketing strategies	Actions or action plan	Budget and control

Table 1: Phases of the marketing plan - Anaïs Arderiu (2019)

When developing a marketing campaign, it is important to have a good background with the analytical and strategic phases. However, the relevant phase is the operational one.

Before defining the types and steps that need to be followed, the definition of a marketing campaign must be understood. Quoting the postgraduate study of Julián Guzmán Elisea, the definition is the following:

“The marketing campaign is a broad advertising plan for a series of different, but related, advertisements that appear in various media during a specific period.”

There are different types of campaigns:

Campaigns according to:	Types:
The product identification	Non Commercial <ul style="list-style-type: none"> • Advertising • Civic or public good Commercial <ul style="list-style-type: none"> • Institutional or of image • Industrial or generic • Cooperative • Brand or corporate • Umbrella • Individual, for consumer goods
The objective	<ul style="list-style-type: none"> • The expectation campaign • The launch campaign • The sustainability campaign • The reactivation campaign • The relaunch campaign • The competition repositioning campaign • Strong selling
The communication receiver	<ul style="list-style-type: none"> • Campaigns according to the geographical location of the recipient. • Campaigns according to the relationship the receiver has with the product • Campaigns according to demographic aspects. • Campaigns according to the attitude scale.
The offer	Campaigns according to the competitive attitude: <ul style="list-style-type: none"> • Positioning correction. • Reminder or consolidation.
Other classifications	<ul style="list-style-type: none"> • Emotional or rational • Mixed denominations

Table 2: Types of campaigns - Julián Guzmán (2003)

The two rules governing Advertising Campaigns are:

1. Campaign Unit.
2. Temporary continuity.

He also states seven strategies related to an advertising campaign:

1. Rational Advertising: the reason is emphasized. This advertising shows product attributes, it is a logical message that contains information, and it occurs more than anything in graphic advertising

2. Motivational Advertising: appeals to the feelings and emotions of the public. What makes a person acquire a product is more motivation than reason.
3. Subliminal Advertising: is below conscious sensory perception. The unconscious leads to decisions without being able to decide. It is achieved when the warning is seen, not with the unconscious.
4. Comparative Advertising is the name of the competition or other brands in an advertisement without consent.
5. Cooperative Advertising: it is when two or more companies join to carry out the same commercial that favors both.
6. Direct Advertising is that of the advertising batch.
7. Indirect Advertising: it is Non-Traditional Advertising.

Moreover, according to Anaïs (2019), within the **action plan**, three actions can be found:

1. Above the line (ATL):
 - These are tactics based on conventional advertising media.
 - They seek broad, non-segmented audiences.
 - Investment is usually high.
 - Two-way communication with the consumer is not established.
2. Through the line (TTL):
 It is a mix of ATL and BTL tactics, used to integrate marketing budget efforts and thus optimize profitability.
 - To improve the overall impact of the campaign.
 - To blur the risk of failure by not betting the entire budget on one action.
 - To achieve not only brand or brand awareness, but also to generate leads or conversions.
 - To deal with the phenomenon of the second screen.
3. Below the line (BTL):
 Tactics based on unconventional media.
 - Tries to find niches and segmented audiences.
 - Minor investments are generally required.

The key component of promotion and one of the visible elements of a comprehensive marketing communication program is **advertising**. Below, there is a classification of the characteristics, advantages, and disadvantages of the communication media according to Julián Guzmán (2003) and Anaïs (2019):

Julián Guzmán (2003)	Anaïs (2019)
1. Newspapers 2. Journals	1. Press media (journals & newspapers) 2. Radio

3. Radio	3. TV
4. TV	4. Cinema
5. Publicity in transit	5. Exterior media & publicity in transit
6. Exterior media	6. Direct Marketing
7. Direct market	7. Public Relations
8. Internet	8. Advertising on sales sites
9. Alternative media	9. New technologies (Internet...)

Table 3: Communication media - Own creation

Press media: It brings together a world of regular, not necessarily daily, publications with a fixed headline, whose main purpose is the dissemination of recent, interesting, and current news.

GENERIC FEATURES	<ol style="list-style-type: none"> 1. It is an industry without stocks: what is not sold is returned, so we can know the spread. 2. The higher the return rate the higher the geographical spread. 3. It's a product that sells twice: to readers and advertisers.
SPECIFIC FEATURES	<p style="text-align: center;">READER'S PERSPECTIVE</p> <ul style="list-style-type: none"> - Visual. - Not free. - It requires individual attention. - High fidelity to the header. - The reader dominates his relationship with the medium.
	<p style="text-align: center;">OWNER MEDIA' PERSPECTIVE</p> <p style="text-align: center;">+ Positive factors</p> <p>Immediately, the message is captured in its entirety; supports color; easy to combine with other media; allows high frequencies; accepts multiplicity of messages; provides high gross audiences; scant duplication on geographically distant supports.</p> <p style="text-align: center;">- Negative factors</p> <p>Highly automated media: over 140 headers; little penetration over the total population; low reading rate; little reading time.</p>

Table 4: Press media characteristics - Own creation

Radio:

Strong points

- Variety of programs: this allows them to be related to different types of targets, but the groups will be small. As well as, it can hit different targets at the same time.
- The radio message can arrive without your recipient consciously looking for it.
- Very immediate medium.
- Very flexible and it allows selection by focus group based on geography, time, and format.
- Remarkably interesting in wide targets.
- The message can be transmitted as often as you select and has a local appeal.
- Buying time on the radio is cost-efficient

Weak points

- Little attention to listeners.
- The radio does not contain visuals.
- The agglomeration of ads scheduled on the radio can be quite large.

TV:

Advantages:

- It offers visual, sound, movement, color, and special effects.
- The TV message can arrive without your recipient consciously looking for it.
- With television, you can select the focus group based on geography, time, programming, and chains of T.V.
- The prestige and glamour of TV can enhance your message.
- Ads can appeal to the emotions and empathy of viewers.
- Maximum penetration over the population (85.3%).

Disadvantages:

- Audiences are increasingly fragmented by many channels in existence and the options for using the television.
- The spaces for placing ads within the programming are increasingly full.
- Buying time on TV is quite complicated and expensive.

Exterior: Advertising is the medium par excellence. The poster is intended for advertising but discriminates very little.

Almost 100% of the population is exposed to the outside environment in some of its forms. Also, it is one of the most versatile and most varied media.

Commercial circuits are basically in urban centers with a lot of traffic.

There can be found different formats like billboards; posters with light; light box posters; canopies; means of transport; video screens; canvas for facades; Columns, clocks, and barometers; and guerrilla advertising.

These types of actions are usually limited in place and time. However, nowadays thanks to the network they manage to cross borders and reach a wide public.

Advantages:

- Gigantic and colorful ads attract attention, thus generating an impact.
- It reaches many people, many of whom see it repeatedly by taking the same route daily.
- It operates 24 hours a day and is profitable

Disadvantages:

- It is difficult to reach specific audiences and creativity is limited by the space and/or place where it is exposed.
- It is difficult to measure its effectiveness
- It can be damaged by inclement weather or be vandalized.

Direct marketing: A type of advertising campaign that seeks to trigger a result in a specific target.

It is a set of techniques that facilitate immediate contact and direct dialogue with the potential buyer, especially segmented, in order to promote a product, service, idea, using means or direct contact systems. Through it, companies can adjust to the client's wishes according to offers tailored to their needs and offer individual treatment.

Direct marketing has two goals:

1. Win clients and foster customer loyalty.
2. Gain partners, sponsors, and information and opinion training.

As the advantages and the disadvantages of this type of campaign we can find the following:

+ ADVANTAGES	- DISADVANTAGES
<p>It is measurable</p> <p>It is personal</p> <p>Brings the product close to the customer</p> <p>Favors loyalty and interaction</p> <p>Evaluate business strategies</p> <p>It is interactive</p>	<p>The intrusion of the space of privacy.</p> <p>The reduction of communication codes in the word.</p> <p>The high cost if you want to communicate to a very large audience.</p> <p>Difficulty in not being able to test the product before buying it.</p> <p>There is a distrust of this system by the lack of credibility of some companies.</p>

Table 5: Advantages & disadvantages of direct marketing - Own creation

In general, the most used media are mailing, telemarketing, and email because you are in control to choose the exact day or the moment in which the impact is required.

Normally, the responding time is very quick.

Internet:

Advantages:

- It is cost-efficient since the costs are independent of the size of the audience.
- Advertisers can target their specific audiences by placing their headbands on related topic pages. In addition, they can be interactive.
- Messages can be updated easily and quickly.
- The audience reached can become global.

Disadvantages:

- It is difficult to figure out the results of the advertising
- The range of Internet advertising costs vary considerably

Alternative media: Faxes, shopping carts, computer screen protectors, ads played before movies in theaters, among others.

Public relations: It is a set of strategic communication actions coordinated and sustained over time, whose main objective is to strengthen the links with different audiences, listening to them, informing them and persuading them to achieve consensus, fidelity, and support of them in present and/or future actions.

The action related to public relations are the following:

- Press office: Writing of information materials, management of spokesmen, opinion columns and reports, exclusive management, content management ...
- Events: Product presentation, corporate events, fairs and congresses, actions with influencers and bloggers, media presentations, press trips, styling, and decoration.
- Leaders of opinion: Product exchanges for reviews, selection of the appropriate Key Opinion Leaders for each action, creative submissions, and celebrity management.
- Special actions: Co-Branding and cross-branding, sponsorship, sponsoring, partnerships, strategic meetings, among others.

To sum up, according to the general audience of media, the media that has more penetration are television, exteriors, and the internet.



Image 4: percentage of penetration - Anais (2019)

5.5.1.1 Media Planning

It is the combination advertising media to deliver a certain message in a short time to the highest possible target audience, at the lowest cost.

Moreover, six aspects must be considered when deciding the election of media or support:

1. Audience attitude
2. Psychological aspects:
 - Prestige: Being supposed to be informed, to know things about the world today.
 - Leisure: means consumed as a distraction.
 - Escapism: this is the case with television and today, also with the Internet. "Disconnection from reality"
3. Relationship between the message and their context in the support.
4. Fitness information/advertising: creatively leverage the medium based on the news.
5. Audience covered.
6. Contact and continuity.

According to Julián Guzmán (2003), there are three theories when planning media usage:

1. Wave theory: periods of high advertising intensity, followed by others of lower intensity that allow you to draw a wave.
2. Theory of dominant means: during a certain period of the campaign the announcements are channeled through a single media, and then it can be passed to another.
3. Theory of media concentration: one or more media are selected and work in a uniform way and with the same intensity in all and continuously.

Once the type of campaign, strategies, and media are chosen, it is time to carry out the media plan. To do it, there are some elements that need to be part of it:

- A description of the target audience to which the advertising is directed.
- Communication requirements and creative elements.
- Geography where the product is distributed.
- The balance between efficiency and balance.
- The pressure of competition.
- Budget.
- The media calendar.

Finally, an evaluation, a monitoring plan, and a contingency plan must be developed to encounter as few problems as possible, or at least, to detect them as soon as possible.

5.5.2 Sports Marketing

According to Kotler and Levy (1969), marketing involves the following steps:

1. A market analysis.
2. The development of the plan for products and services, their prices, promotions, and their distribution.
3. The design and staffing of an organization to accomplish the above.
4. The control and a followed evaluation of the costs and the results achieved.

Kotler also stated that marketing allows an organization to achieve its objectives through customer satisfaction and it enhances efficiency within the supplier organization.

Thus, not only does the adoption of the marketing concept allows an organization to achieve its objectives because of giving continuing customer satisfaction, but it also results in improved efficiency within the supplier.

Similarities and Problems:

At this stage, it may be worthwhile to pause and examine the nature of non-profit. Furthermore, Shapiro, B.P. (1973) assumed the following concepts interrelating the non-profit organizations and marketing:

- a. the self-interest aspect of transactions or exchanges in which both the "buyer" and "seller" believe that each is actually receiving something of greater value than that which is being given up;
- b. the importance of satisfying customer needs;
- c. the marketing mix;
- d. the idea of distinctive competence in which an organization concentrates on that which it does better than anyone else.

Regarding the stage of analysis to choose the best marketing strategy, D. A. Yorke, (1984) explains the difficulty to access secondary and primary qualitative data. Normally, primary data is unaffordable for most organizations, and secondary information is not really obtained.

Non-profit entities might have issues choosing the market segments they want to be focused on because there is public pressure to try to reach all the market, instead of just one segment. For this reason, these kinds of organizations seek a wider customer base alternatively to segmentation strategies.

Also, the message communicated might not always be designed efficiently to influence all the citizens. Hence, many times, it is weak, without an adequate service' description and without enough focus on the personal benefits, it might provide to the customers or participants.

Due to this complication, outcomes cannot always be separated and quantified, thus, the success of the event may be only measured with the satisfaction of the customers.

Relating the publicity with the charity causes is a great opportunity for the organization to take advantage of the necessity that the participants have to want to feel better and convert to more involvement and/or contributions.

Moreover, a study showed that, for an event, the most effective advertisements were those placed in channels about health-related services and products.

According to Bennett R., Mousley W., Kitchin P., and Ali-Choudhury R., to encourage the individuals that had, as a reason for participation, the "exhibitionism", the best method was to create advertisements where the spectators could observe them.

Furthermore, the creation and use of a website could attract this target group by showing multimedia content pointing at them.

On the other hand, the web page can be used as a donation platform through which the donations can be seen and managed. This also becomes a meeting point between the participants and the persons or groups interested.

Also, their article showed a positive connection between serious-mindedness and participation. For this reason, the organizers should use "serious" media, such as newspapers, and should adopt a more solemn tone when developing promotional messages.

On the other hand, in the article called *The Athletic Boom and Social Activism* it is highlighted that the diffusion of an event is done through the internet. This could be done in online newspapers, blogs, institutional, entity, or company websites and news of all kinds.

Therefore, what is more relevant is to emphasize the importance of market segmentation to decide the proper channels to share information.

In accordance with Hansen and Gauthier (1994), an event might gain its prestige by attracting 'big names' of the relevant sport. Also, Gwinner and Swanson (2003) relate this outcome to the objectives, history, and public image of the event. As a result, all these can create a feeling of pride, self-esteem, and self-identification by the event' participants.

According to Sánchez (2013), the boom in popular events is related to the use of programs to monitor sport' activities. Some of the most known are Runtastic, Bupa SmartRunner, RunKeeper, Endomondo, or Forerunner, among others. These can be used to make the organization and the event visible to a wide audience.

Regarding the effect that practices of marketing have among public and private stakeholders, Rita S. Mano (2010) states the marketing performance increased when the targeted stakeholders' group were from the public sector and the other way around with public stakeholders. Moreover, the size of the organization has a positive effect in marketing among public stakeholders.

In the same study, it is stated that social marketing' strategies, which are the ones focused on changing behaviors, are the best to link the performance of non-profit

organizations and marketing. These, to improve, should follow the technologies of commercial marketing.

On the other hand, when addressing governmental or public institutions, marketing is ineffective because it cannot communicate the expectations of the recipients. Therefore, different paths must be used depending on the requirements of each party.

In the same line, Byron and Macdonald (2003) explained that social visibility improves fundraising and thereby enhances performance. Therefore, in order to gain visibility and support with regard to participation, efforts related to marketing are the most efficient ways.

An aspect that may concern organizations is the increase of control that the institutions exercise when the funding is larger, due to the prevention of performance gaps.

5.6 Sports sponsorship and collaborations

According to Meenaghan (1983), "Sponsorship can be regarded as the provision of assistance either financial or in-kind to an activity by a commercial organization for the purpose of achieving commercial objectives."

This activity has existed since the beginning of the practice of sport, and like everything that starts as a leisure activity, it becomes, sooner or later a source of revenue. Its origins can be traced back to the gladiator arenas in Rome where famous public personalities provided support for gladiator games in order to boost their image in the eyes of the public (Carrigan & Carrigan, 1997).

Even though this practice has evolved and has huge importance in the daily world of sports, Radicchi, Elena. (2014), states that it has become a complex practice, and since the crisis, the medium and small-sized events are the ones that suffer the most.

Sponsorship, if done well, is a vital marketing strategy. The main objectives this project aims to provide for the sponsors of the event are the following:

FINANCIAL	INTERNAL	IMAGE	AWARNESS
Increase sales	Employee relations	Corporate	Product
Shareholders wealth	Competition	Brand positioning	Brand
	Management interest	Public perception	Publicity
	Client entertainment		

Table 6: Objectives for sponsors - Own creation

Regarding the previous objectives, IEG, 2013, the tendency shows that the five first look forward' objectives related to brand awareness and brand image are: Increase brand loyalty (72%); create awareness/visibility (70%); change/reinforce image (66%); Showcase Community/Social Responsibility (43%); and Stimulate Sales/Trial/Usage (42%).

Moreover, according to the aim of the project, the types of sponsorship have been divided as follows:



Table 7: Types of sponsorships

During the development and execution of the event, there will be one relevant type of sponsorship:

→ Event sponsorship: In order to acquire the right to associate the brand with the event, the sponsor provides resources to the sponsored company or organization.

According to Crompton (1994), the following is the relationship between the needs of businesses and event organizations:

EVENT ORGANIZATION	BUSINESSES
Financial investment	Sales or hospitality opportunities
Marketing & media expertise	Market interactivity
Product and service offers or event attendees	Product trial and service exposure
Event brand enhancement	Brand image enhancement
In-kind service	Increase brand awareness

Table 8: Relationship between the needs of businesses and event organizations - Crompton (1994)

The stakeholders of a sporting event are the following:



Graph 2: Stakeholders in sport sponsorship

As can be seen, there are a lot of parties involved in the development of an event. Apart from the well-known success cases of global partnerships, for smaller events, the local context has more value. This is due because local businesses want to promote their products or services, improve their image, or even just contribute to local initiatives.

On the other hand, there are collaborators. According to the Cambridge Business English Dictionary, a collaborator is a person who works together with others for a special purpose.

5.7 Human resources management in sports

Any organization, for-profit or nonprofit, large or small needs people to perform and be successful. This is why it is important to find people that have the same goals and ethics as the organization.

Rosa López de Damico (2003) states that, when dealing with volunteers, there must be a program for the volunteers, a pre-event phase, event phase, post-event phase and an analysis of the experience.

Organizational structure

According to Graham, Goldblatt, and Delpi (1995) workforce in sports events should be composed of outsourcing, full-time, volunteer, and seasonal staff.

Those that are defined as the main group and are in charge of crucial activities are the full-time personnel. On the other hand, those hired by the organization when special tasks need to be performed are considered outsource personnel.

Moreover, volunteers help the organization or the employed workers to develop their tasks, and they are unpaid. Finally, there is the seasonal staff, who help during a fixed period.

Hanlon. C and Stewart. B states that in order to keep up with the constant changes and the unexpected setbacks, the organization must be flexible and able to change its structure rapidly, expanding and contracting its personnel overnight.

Also, they mention the fluctuation of personnel depending on the organizational stage of the event. These are lead-up, where the non-regular staff is selected; the event, in which there can be found most of the personnel; and then after when the majority of the contracts are terminated.

On the other hand, other researchers such as Doherty (1998) distinguish five stages regarding human resources:

1. Establishing the organization structure. As mentioned above this must be flexible.
2. Selecting the personnel. Inside this stage there are five strategies for the correct recruitment:
 - a. Establish a selection brief with the detailed job description and requirements for the environmental demands. (Slack, 1997)
 - b. Hire a suitable pool of candidates.
 - c. Evaluate applicants with behavioral questions. (Narasimha, 2000)
 - d. Select them according to their application. (Slack, 1997)
 - e. Evaluate their effectiveness and the retention of staff. (Barner, 2000)
3. Inducting the personnel by providing them with information about their role and the place they are going to take in the organization. This initiation can be done

through sessions where the productivity of the staff could be improved, with activities to help build interpersonal relationships are carried out, and/or with the creation of a user-friendly manual.

4. Managing teams. According to Ancona et al. (1996), a self-managed team is one that operates in complex situations and has the authority and level of responsibility necessary to make decisions about how daily tasks are performed. Some conflicts that may occur might be related to the relation between paid personnel and volunteers.
5. Retaining the personnel. According to Peiperl (1997) when the staff of an event comprehends their responsibilities, they tend to develop ownership of their actions, which subsequently creates satisfaction and leads to retention. The group which is harder to retain is the seasonal staff since they tend to perform secondary roles.

Performance-based remunerations better facilitate personnel retention. (Jordan and Morriss', 1997). Also, according to Torkildsen (1992), contribution' recognition through meetings and activity pert charts, is another way to boost retention.

Other strategies are regular contact with the supervisor, recognition of achievements, team' celebration of goals, and event' performance evaluation.

A different human resources strategy will be needed depending on the complexity of the operations, the staff's diversity, the restricted personnel contact, the fast expansion, the staff contraction, and the use of temporary teams.

Furthermore, each type of personnel needs different motivational strategies, and this will also depend on the stage of the event and the team size fluctuations.

Outsource staff, during the period previous to the event, are motivated by frequently meeting invitations whereas seasonal staff rather have constant contact through briefs and/or newsletters.

Volunteer satisfaction & motivations

Studies such as Blackman and Benson (2010) remark the weight of volunteers and their work conditions' expectations.

Moreover, treatment by staff and job assignment quality is correlated with their satisfaction. (Hobson and Heler, 2007).

In the article "Volunteer satisfaction in sports clubs" written in 2019, the study results show there are five conditions determining the satisfaction of volunteers:

- Recognition. It is when, occasionally, the work performed is priced. It is the most
- Support. They feel supported when they are being comforted and their preoccupations are taken seriously.
- Leadership. Cooperative leadership, as well as supports, are the next conditions more priced. When managers help and give constructive feedback, the volunteers feel more content.

- Material incentive. Even though this kind of human resource does not get paid, additional benefits were also valued.
- Volunteers' workload." Volunteers with a fairly high workload of more than 300 hours per year/season are less satisfied than those who have a lower voluntary workload, probably because their engagement is quite time-consuming and sometimes stressful."

In the same line, other authors expose the main reason for volunteers' motivation:

- Bang and Ross (2009) stated that the "love of sport" is the main reason.
- Forbes and Zampelli (2012) express the interest of some volunteers to expand, for others, the educational opportunities of this activity. Also, to foster social interaction and civic engagement.
- Welty Peachey, Cohen, Borland, and Lyras (2013) expose that values, self-enhancement, social, and understanding are the main factors of motivation.

On the other hand, the size of the clubs, their characteristics, and the trait of having paid staff did not result as determinant characteristics. Neither does the gender of the volunteers.

Competitive advantage and human resources

According to Barney (1991), there are three types of resources when looking for competitive advantage:

1. Physical capital.
2. Organizational capital.
3. Human capital.

Regarding the third resource, Fred Smith stated that in order to achieve customer satisfaction, a company must work on personnel satisfaction. In the same line, there has been found a positive relationship between job satisfaction and organization performance (Tornow and Wiley, 1991).

As an example, Boissieau (1995) remarked that Continental Airlines, after providing to its employees with an on-time bonus, the company showed a great performance, bringing the airline on the top of the industry.

However, Barney and Wright (1998) state that to achieve the same results as the airline, an in-depth examination of the organization must be performed. Also, these traits must be not easily imitated by competitors. Some examples might be the culture or history of the organization.

Therefore, the company must be well organized and must work in an environment that allows employees to participate, make decisions, and use their cognitive skills.

In the same article, the authors state that specific assets for the firm to provide value are the good relationships among members and their trust. Moreover, these are also difficult to imitate for possible competitors.

For this reason, it is important to understand the value of each one of the members of the firm and their roles.

Schuler and MacMillan (1984) commented the key to be on the top is to engage in the best practices managing employees. These are reward systems, training programs, among others. Furthermore, an integrated system has proven to be the key to sustain a competitive advantage.

Other important factors managers should be aware of are the economic consequences that human resource practices might have in the firm; how these are compared with the competitive firms; and finally, the role of this resource in building the capability of the organization of the future.

5.8 Participation

The main aim of any kind of event is to have sufficient participation and to obtain a level of satisfaction with these.

According to the studies of Madrigal, Wangenheim and Bayón, 2007; Price and Arnould, 1999; Madrigal, 2000; and Tsujiet al., 2007, it is possible to affirm that spectator satisfaction has a relevant role in determining the future behavioral intentions of the viewer.

Therefore, in order to carry out multiple editions of an event, maintaining or increasing the involvement of participants, an organization must have a clear idea of what they want and need, and how they behave.

Furthermore, the study carried out by Alvarado Herrera, A. & Beltrán Gallego, S. (2008), where an empirical investigation of 356 basketball sports spectators in Valencia was carried out, showed that the emotional satisfaction of the consumer of sports is a direct antecedent of the intention to recommend attendance to matches played by the team to other people.

In the paper “Motivations for participating in charity-affiliated sporting events” the researchers found four principles reasons why people participated in a charity sports event:

1. Personal involvement with the good cause(s) supported by an occasion.
2. Opportunities to lead a healthy lifestyle provided by the event. A fact supported by Haskell (1987).
3. An individual's involvement with the sport provides a sense of duty
4. The desire to mix socially with other attendees.

These conclusions were obtained after the realization of a questionnaire to a sample population of 579, who had participated in sporting events related to charity causes.

The other reasons mentioned in the article are the following:

- Exhibitionism.
- Attracted by the status of the event.
- Involvement with the sport.
- Desire to succeed/improve performance.
- Desire to experience physical and mental stimulation.
- Desire to experience fun and enjoyment.
- Desire to help the charity.
- Feels a duty to participate.
- Desire to experience helpers' high.

The individuals' physiological involvement can lead to a sense of duty to participate and want to raise money for the cause of the event. Regarding this involvement, Williamson and Clark (1989) stated the term 'Helper's high', which is used to describe the surge of

self-gratifying positive emotion and/or the feelings of enhanced self-esteem that some people experience in consequence of having supported a charity.

Despite the previous motives, it is important to keep in mind that all events have unique characteristics and different target groups. For this reason, a good market analysis and an opinion survey are the best ways to ensure further participation.

On the other hand, it may be useful to consider that “social pressures could encourage a person to take part in a mass sporting activity.” Lindner and Kerr (2001).

5.9 Target group

According to Tkaczynski, A., & Rundle-Thiele, S. R. (2011) various authors such as Van Der Wagen and Carlos (2005) argued that events can boost the demand of local tourism, make that community' identity better, and provide tourism during off-peak seasons.

In the same article, they affirmed there are multiple researchers that, when dividing the target groups, focus on traits such as residence, income, age, and expenditure. This can also be confirmed by Kotler (1980). He proposed a segmentation to classify customers based on demographics, geography, psychographics, and behavior.

Moreover, Smith (1956) stated that market segmentation is a marketing and management strategy. This segmentation enables the distinguishment of participants by behaviors, characteristics, and different needs. (Kotler, Haider and Rein, 1993) It, as well, facilitates the maximization of investment' return.

Furthermore, since people inside the same groups of demography might have distinct psychological profiles, it is necessary to combine variables with prediction factors. (Loker and Perdue, 1992)

Scott and Solomon's (2003) identified three different types of participants in charity road races:

1. 'Event junkies'.
2. 'Social butterflies' who seek social interaction.
3. 'Event activists' who were deeply committed activists for the cause supported by the event.

Also, in relation to the previous types of target groups, the article "Motivations for participating in charity-affiliated sporting events" four main causes were detailed as to why people participate in a sporting event:

1. Social interaction related to the "social butterflies".
2. Exhibitionism, when the aim is to look good in front of acquaintances. Social pressure can encourage a person to take part in a mass sporting activity. (Lindner and Kerr, 2001)
3. Competitive spirit.
4. Experimentation of entertainment and fun.

In order to determine subgroups inside the target group that want to persuade a healthy lifestyle, the organizers must take into account income level, educational background, and age. (Bennett, R. Mousley, W., Kitchin, P. Ali-Choudhury, R., 2007). However, socioeconomic status was not significant when the participants were deciding the extra amount to pay on top of the entrance fee for a charity-related event. Moreover, as mentioned in the participation segment it is important to take into account the motivation the participants may have to participate in medium-large events. Bennett

(2007) identified four motives: personal involvement, to lead a healthy lifestyle, social interaction, and sports involvement.

On the other hand, for small events the main reasons were the following (Won, D., Park, M., Lee, K. Y., & Chung, J., 2011):

1. "I believe in the mission of the entity" → Support the entity
2. "It is a good way to support the cause" → Sport/exercise
3. "I can share the experience with others" → Socialization
4. "I can receive a small gift or participation give or certification" → Benefit

Normally, females are more motivated than males when participating in charity-related activities. For this reason, Kottasz (2004) suggests doing a male-centered marketing campaign.

5.10 Sports finance and costs

In order to determine the cost of participation, Bennett R., Mousley W., Kitchin P., & Ali-Choudhury R. (2007) conducted a study, using regression analysis, and stated that individuals participating in a charity-related event, were more willing to spend higher fees for participating if the event was considered status-high; if the individual had the goal to accomplish a healthy lifestyle; and if that person was heavily involved with related causes.

The same study displays that, on average, the respondents were willing to pay for an event connected with a charity' cause, apart from the 25 pounds (~28€) of entry' fee:

- 37% 10 extra pounds. (11,45€)
- 36% between 4 and 6 extra pounds. (4,58€ - 6,87€)
- 19% were not willing to pay extra.
- 8% between 1 and 3 extra pounds. (1,15€ - 3,44€)

Those that were receptive to pay extra money were more likely to have been motivated by the desire to pursue a healthy lifestyle, to have been attracted to the status of an event, and to have had a high level of involvement with the charity or charities with which the event was affiliated. Conversely, 'Exhibitionists' were less inclined to pay an additional fee. (Bennett R., Mousley W., Kitchin P., & Ali-Choudhury R. - 2007)

Also, the study conducted by Kyle et al. (2003) shows that when the organizer shares larger amounts of information regarding the cost and the arrangements for the event, the greatest expectation of participation' fee expenditure is achieved.

If the information is shared online, some investors might be more interested in investing.

Regarding the sources of funding, Higham 1999; Gibson, Willming, and Holdnak 2003 explain that sporting events of small scale require less investment of public funds. This is because they have less participation and because the seasonality's effects are minimized.

One of the biggest costs' companies face monthly is human resources cost.

In labor-intensive organizations, for example, such as universities, law firms, and consulting firms, people-related costs may comprise as much as 80% of operating costs. In capital-intensive firms, however, such as oil refineries or manufacturing plants, they may comprise only about 10–15% of operating costs. In banks, human resources comprise about 50% of operating costs, and in airlines, they are about 25–35% of such costs. (Wayne F. Cascio, 2000)

Fortunately, for the *UEC of Mataró*, this is not a concern. All the workforce comes from volunteers.

Regarding the salary costs, Graham et al. (1995) recommends paying 25% of their wage upfront, 50% if the progress is satisfactory and residual 25% at the end of the contract.

In addition to the information provided by Wayne F. Cascio (2000), Parra-Camacho, D., Aguado-Berenguer, S., & Núñez-Pomar, J. (2015) identify three types of costs related to a sporting event:

1. Social. Regarding this type, the abnormal functioning of the place where the event is being held, the public facilities' limitation of access, traffic, crowding, vandalism, and other improper behaviors are the most common costs.
2. Economic. From an economic point of view, the short-term income of the event might not be enough to cover the cost of the organization providing the service. Therefore, it might lead to an increase in public investment and taxes.
3. Environmental. These costs are related to changes in the land, extra pollution, an increase of waste, deterioration of heritage of the city, and police expenses.

According to the article written by Illingworth, L., Williams, D. and Burnett, S. (2002) non-profit organizations think that the Internet is a cost-effective method to business and to foster consciousness. It provides high benefits at a low cost.

The authors emphasize the increasing competition of altruistic organizations, not only with other organizations with the same aim, if not with private companies. As a result, most of them adopt "for-profit" techniques like marketing to gain competitive advantage. These have been supported by authors like Bresnahan (1996).

On the other hand, Cravens (1999) and Walker (2000) claim that the only costs needed by these organizations are a telephone line which has a minimum start-up cost of 200 pounds and around 300 pounds a year for the maintenance.

However, nowadays the Internet plays a much important role in the daily work of enterprises. It provides, without major investments, access to a large audience, a pool of potential supporters, donors, and volunteers. In the same line, the participants of the study explained in the article stated that the website made them gain a more professional image.

Regarding the cost of the internet, the studied sample did not calculate the return on investment and for this reason, the results are uncertain. At the same time, the use of email had provided them with labor and cost savings, and it resulted in an increase in productivity.

For the organizer, another cost that must be taken into consideration is the marketing costs. As mentioned above, it can be mainly done through the Internet and it has proven great results. However, according to Weber, J.A. (2001) the cost related to marketing has increased by 30%. These costs are related to the development, selling, distribution, advertisement, and promotion of products and services, as well as, public relations, logistics, order fulfillment, and customer service.

According to Jiménez-Naranjo, H. V., Coca-Pérez, J. L., Gutiérrez-Fernández, M., and Sánchez-Escobedo, M. C. (2016) the most commonly used methods to study the economic impact of sporting events are the following:

1. Satellite accounts (SA).
2. Input-output tables (IOT).
3. Contingent valuation method (CVM).
4. Computable general equilibrium model (CGE).
5. Cost/benefit analysis (CBA).
6. Regional and sectoral analysis.

The authors agree that the most useful method to value this impact is the cost and benefit analysis. It is considered to be a complete and versatile methodology. It also facilitates the creation of the net present value, cost, and benefit ratio, among others.

In order to calculate this method, first, the estimation of costs must be carried out, then the estimation of profits and finally the calculation of the benefit and cost ratio.

To compute the ratio, the benefits must be divided by the costs and the resulting value would be interpreted as, for each Euro invested the organization will have a benefit of x Euros.

The study mentioned above is related to a tournament held in Cáceres, with a sample size of 74 participants and 670 attendees. The overall cost of the event was 70,350 €. The expenses were lower than at other events because the organization did not have to invest in infrastructures, they had the help of institutions' subsidies and the aid of the city council.

One of the largest expenditures of the participants and attendees of the event was related to the meals. (40% to 50% of the total spending)

It is interesting to highlight the total benefit that digital media provided to the event, which was 54,084€. This was calculated by multiplying the number of times the event was spoken in each web and the daily audience. Walo, M., Bull, A. and Breen, H. (1996) also displayed that almost half of the expenditure of visitors was with beverages and food. (around 100 dollars) Moreover, the results showed an estimated expenditure in the total direct income for the local area where the event was being held of \$482,785. Eighteen percent of it was paid to non-local suppliers.

Some costs mentioned in the research were first aids, police duty, cleaning, and security. On the other hand, the benefits were the income earned from the participants, the visitors' expenditure, the community cooperation, and the volunteers.

5.11 Research tools

Surveys

Fricker, R. D, and Schonlau, M. (2002) confirmed that surveys based on the Internet are easily conducted, more effective, cheaper, and easier than those performed through conventional models. Moreover, they defend that this tool is cost-efficient when delivered by mail.

Furthermore, it can offer the incorporation of multimedia sounds and graphics, interviewer assisted models, among other capabilities.

Regarding cost, when the research survey' sample is small, the main or the only cost is the time spent by researchers and the design of the survey after analyzing the data provided by researchers. However, when using professional services, the cost of managing the e-mail survey is \$1,47 per case.

On the other hand, the authors state that printing and postage has a cost of \$1,60 and data editing and editing costs \$1,81.

Finally, the authors foresee that the Internet will continue to grow, and this will boost the usage of Internet surveys.

According to Professor Roberto Fernández, D, there are two types of sources of information when performing a survey. These are primary sources, which are designed and implemented by the interviewer; and the secondary sources, which information is obtained by looking at other investigators' work.

Moreover, the information can be gathered in a direct way, by phone, email, etc., or indirectly through observation.

It is important to have a clear idea about the aim of the investigation and the necessities of information, the target population, the sampling method, how to motivate participation, and to think about the processing stages and data analysis. (Roberto Fernández, D).

Furthermore, he states the steps to design a survey:

1. Review preliminary considerations
2. Decide the content of the Questions. These must be according to the population, with short time horizons, and suitable to answer accurately.
3. Decide the format of the Answers. The author specifies four types of answers:
 - a. Dichotomous (Yes or No)
 - b. Multiple choice
 - c. Scales (Comparative and Non-Comparative)
 - d. Unstructured
4. Dedicate the writing of the Questions. These must be written with easy and clear words, avoiding questions that suggest the answer, and evading biased questions. Also, the interviewer should refrain from the use of alternatives and

implicit assumptions, estimates, double response, and the frame of reference should be considered.

5. Decide the sequence of the Questions. The author suggests the following sequence:
 - a. An interesting introduction question.
 - b. General questions.
 - c. Less interesting or difficult questions at the end.

Also, the distribution' order must be logical.

6. Decide on the Physical characteristics. These can be colors, images, the use of large print, among others.
7. Pretest and review with a test sample of 15 to 30 persons, and preparation of the final draft.

Focus groups

Unlike surveys, a focus group is a qualitative technique to gather data. This information is collected through the interaction of a group regarding the topic that is being researched. It is composed of multiple participants engaged in a discussion, which are being controlled by a mediator.

Greenbaum (1993) mentioned the wide use of focus groups for marketing purposes since it empowers customers.

Also, Morgan, D. L. (1996) remark the mutual self-disclosure of this method, which is inappropriate for "sensitive topics" like sexual behaviors.

According to Greenbaum (1988), the discussion must be between 6 and 10 participants. On the other hand, Morgan (1993c) argues the adequate use of smaller groups for emotional topics and larger groups for neutral topics.

Regarding its structure, Krueger (1993) states these can be more or less conducted through structured questions, and interviewing styles based on the purpose of the research. These are more useful when the results will not be able to be provided with the standard methods.

Morgan (1993c) also describes the use of a "funnel" pattern with a fixed set of core questions, which ends with more specific issues.

For optimal design, information regarding the composition of the group, such as relevant background data on the participants is required. (Morgan, D. L., 1996)

In accordance with Morgan, D. L. (1996), some studies revealed that to have complete information, the combination of research methods is needed. The most commonly used with focus is individual interviews or surveys. He provides four combinations of these methods:

1. Surveys as a primary method and focus groups in preliminary capacity.
2. Focus groups as a primary method and surveys used to provide preliminary inputs to guide their application. This is used to be able to do a detailed interpretation analysis of the information discussed.

3. Surveys as the primary method and the focus groups as a follow-up to assist the interpretation of the surveys.
4. Surveys as the follow-up data and focus groups as the primary method.

Thus, Ward et al (1991) state that the biggest difference between methods is the ability of the focus groups to produce more in-depth data on the topic at hand. He found the following differences:

Survey interview:

- Limited answer from the respondent.
- Better to elicit yes/no answers about behaviors and experiences.
- More topics covered.
- A wider offer of responses.
- Better for idea generation.

Focus groups:

- In-depth information from the respondent.
- Open-ended discussion.
- Fewer topics covered.
- Better for determining the prevalence of any given attitude or experience.

Furthermore, the interaction between participants creates a group effect or synergy which increases the willingness of other participants to answer freely or to keep quiet. The commitment of members of the group is also determined by the researcher's capacity to ask the right questions and lead the group. Regarding this point, Agar and MacDonald (1995) explained the contradictory result that is achieved by the moderator when guiding the groups, which sometimes causes the disruption of the interaction of the group.

Morgan (1993c) differentiates to levels of moderator involvement:

1. A less structured discussion: The group can follow its interests and participants can talk as much or as little as they please.
2. A more structured approach: The moderator imposes the researcher's interests.

One level or the other depends on the number of questions. Normally, a session of this method takes an average of 90 minutes, if the moderator asks a lot of questions it will mean he/she is heavily involved.

6. Conclusions theoretical framework

As a management tool, the experts suggest the use of the business plan because it collects the necessary information, it plans the activities and develops a draft of the plan. This is great to have a general idea of the project.

To find the information there are multiple strategy tools that can be used but most of the companies find it more comfortable to use the SWOT analysis. Nevertheless, it is agreed that it has a better functioning with the combination with another tool, such as the PEST analysis.

To organize a sporting event, the specialist follows different steps. Therefore, the following is a list of the most common:

- 0 - Preliminary phase
- 1 - Define & design phase
- 2 - Structuring & Programming Phase
- 3 - Event development phase
- 4 - Post-event phase

Also, there are internal and external factors that might change the development of the event.

During the phases mentioned above, there are different categories that need to be taken into consideration:

- Marketing: It is composed of the marketing plan, strategies, actions, and advertisement.

The marketing plan has three phases: analytical (description and analysis of the current situation, and diagnosis of the situation and target audience), strategic (setting the goals and elaborating the strategies), and operational (deciding the action plan, budget, and control system).

Inside these phases there can be found nine steps that must be followed:

1. Define the mission and purposes of the enterprise.
2. Prepare the basic data corresponding with the market analysis of the situation of the company.
3. Detect and analyze the problems and opportunities of the company.
4. Set specific goals.
5. Formulate action programs.
6. Develop strategies.
7. Prepare the budget.
8. Project the sales and benefits.
9. Establish control mechanisms.

When the project is related to sports, the steps and phases are the same.

Moreover, there are seven marketing strategies: Rational; Motivational; Subliminal; Comparative; Cooperative; Direct; and Indirect.

Also, the professor Anaïs (2019) distinguishes three actions in the action plan:

- ATL. The media used are TV, radio, press media, exterior media, and public relations.
- TTL. The media used is the Internet.
- BTL. The media used is direct marketing.

For media planning, Julián Guzmán (2003) identifies three theories: the wave, the dominant means, and the media concentration.

- Human resources:

According to Graham, Goldblatt, and Delpi (1995) workforce in sports events should be composed of outsourcing, full-time, volunteer, and seasonal staff.

Doherty (1998) stated four steps for the organization structure:

1. Selecting the personnel.
2. Inducting the personnel.
3. Managing teams.
4. Retaining the personnel.

Also, the authors consider that the best system to manage the workers is an integrated system. Additionally, the motivation and satisfaction of those have shown better results for the company and competitive advantage. Therefore, it is an essential to keep the workers happy.

- Participation and target group: One of the most important elements when organizing an event or developing a marketing campaign is to find the right audience and to know how to motivate them.

Tkaczynski, A., & Rundle-Thiele, S. R. (2011) and Kotler (1980) indicate the differentiation of target groups according to residence, income, age, expenditure, psycho graphics, and behavior.

Also, Scott and Solomon's (2003) identified three different types of participants in charity road races: "event junkies", "social butterflies", and "event activists".

- Finance: As methods to study the economic impact, Jiménez-Naranjo, H. V., Coca-Pérez, J. L., Gutiérrez-Fernández, M., and Sánchez-Escobedo, M. C. (2016) state six methods: Satellite accounts (SA); Input-output tables (IOT); Contingent valuation method (CVM); Computable general equilibrium model (CGE); Cost/benefit analysis (CBA); Regional and Sectoral analysis.

However, the most used method is the cost and benefit analysis.

Other sources of financing can be collaborators, partners, and sponsors.

On the other hand, to have a lower amount of cost, the internet and the help of volunteers provides great opportunities to entities and companies.

- Research tools: The studies differentiate four tools to carry out the investigation: focus groups, individual interviews, surveys, and direct observation.

To reach a wide public the best option is to do surveys.

Lately, the implementation of online surveys has changed the range of population that can be reached. The cost of this service can either be low or none. The main expense will come with the use of professional services to manage the email survey, which is known to be \$1,47 per case. Also, according to Fricker, R. D, and Schonlau, M. (2002) it is cost-efficient when delivered by mail.

On the other hand, to gather data that empowers customers, focus groups are the best option. The information is collected through the interaction of a group with the help of a moderator. These interactions create a group effect or synergy which increases the willingness to participate.

The combination of both methods provides the best results.

A more detailed summary of each one of the sections of the theoretical framework can be found in Annex 4.

6.1 Analysis with its relationship with the practice:

THEORETICAL FRAMEWORK	OPTIONS	CHOSEN OPTION
MANAGEMENT TOOL		Business plan: collect information, plan the activity, and draft the plan.
STRATEGY TOOLS:	<ul style="list-style-type: none"> - Spreadsheet application - Balance scorecard - SWOT analysis - Value chain - BCG (Boston Consulting Group Matrix) - PEST 	<ul style="list-style-type: none"> - SWOT analysis - PEST
SPORTING EVENTS:		
<u>Steps to organizing a sporting event:</u>	<p>Multiple steps according to different authors:</p> <ul style="list-style-type: none"> - Gómez, V. (2001) - Año, V. (2003) - Ayora, D. (2004) - Desbordes, M. & Falgoux, J. (2006) - Parent, M. (2008) 	<p>Own gathering and selection of the best steps:</p> <ul style="list-style-type: none"> 0 - Preliminary phase 1 - Define & design phase 2 - Structuring & Programming Phase 3 - Event development phase 4 - Post-event phase
<u>Marketing</u>	<u>Marketing plan and campaign steps:</u> "El plan de marketing"	<ol style="list-style-type: none"> 1. Define the mission and purposes of the enterprise. 2. Prepare the basic data corresponding with the market analysis of the situation of the company. 3. Detect and analyze the problems and opportunities of the company. 4. Set specific goals. 5. Formulate action programs. 6. Develop strategies.

	<p><u>Sports marketing steps:</u> Kotler and Levy (1969)</p>	<ol style="list-style-type: none"> 7. Prepare the budget. 8. Project the sales and benefits. 9. Establish control mechanisms. <ol style="list-style-type: none"> 1. Market analysis; 2. Plan development; 3. Design & staffing of an organization; 4. Control and a followed evaluation.
	<p><u>Marketing phases:</u> Professor Anaïs Arderiu (2019)</p>	<ol style="list-style-type: none"> 1. Analytical phase 2. Strategic phase 3. Operational phase
	<p><u>Marketing strategies:</u></p> <ul style="list-style-type: none"> - Rational Advertising - Motivational Advertising - Subliminal Advertising - Comparative Advertising - Cooperative Advertising - Direct Advertising - Indirect Advertising 	<ul style="list-style-type: none"> - Indirect advertising. - Direct advertising. - Motivational advertising. - Rational advertising.
	<p><u>Marketing actions in the action plan:</u> Anaïs (2019)</p> <ul style="list-style-type: none"> - ATL - TTL - BTL 	<ul style="list-style-type: none"> - ATL (TV, radio, press media, exterior media, and public relations) - TTL (Internet) - BTL (direct marketing)
	<p><u>Advertising media:</u> Julián Guzmán (2003) & Professor Anaïs Arderiu (2019):</p> <ul style="list-style-type: none"> - Press media (journals & newspapers) - Radio - TV - Cinema - Exterior media & publicity in transit - Direct Marketing - Public Relations - Advertising on sales sites - New technologies (Internet,...) 	<p>Free options of:</p> <ul style="list-style-type: none"> - Public relations. - Internet. - Direct marketing (emails). - Press media. - TV and radio - Exterior media.

	<p><u>Media planning usage:</u> Julián Guzmán (2003):</p> <ul style="list-style-type: none"> - Wave theory - Theory of dominant means - Theory of media concentration 	<ul style="list-style-type: none"> - Theory of the media concentration
<p><u>Human resources management</u></p>	<p><u>Organization structure:</u> Doherty (1998)</p>	<ol style="list-style-type: none"> 1. Selecting the personnel. 2. Inducting the personnel. 3. Managing teams. 4. Retaining the personnel. <p>Integrate system + ensure satisfaction</p>
<p><u>Participation and target group:</u></p>	<p><u>Target group according to:</u></p> <ul style="list-style-type: none"> - Residence - Income - Age - Expenditure - Psychographics - Behavior. 	<ul style="list-style-type: none"> - Residence - Age - Psychographics and behavior (“event junkies”, “social butterflies”, and “event activist”)
<p><u>Sports finance and costs:</u></p>	<p><u>Methods to study the economic impact</u> Jiménez-Naranjo, H. V., Coca-Pérez, J. L., Gutiérrez-Fernández, M., and Sánchez-Escobedo, M. C. (2016):</p> <ol style="list-style-type: none"> 1. Satellite accounts (SA). 2. Input-output tables (IOT). 3. Contingent valuation method (CVM). 4. Computable general equilibrium model (CGE). 5. Cost/benefit analysis (CBA). 6. Regional and Sectoral analysis. 	<ul style="list-style-type: none"> ❖ Cost and benefit analysis (CBA) <p>Low costs based on past editions, with the help of:</p> <ul style="list-style-type: none"> - Collaborators, partners, and sponsors. - Volunteers
<p>RESEARCH TOOLS</p>	<ul style="list-style-type: none"> - Focus group. - Individual interviews. - Surveys. - Direct observation. 	<ul style="list-style-type: none"> - Focus group - Surveys (online)

Table 9: Relationship analysis between the theoretical framework & practice - Own creation

7. Project objectives

Organizational

- Improve the participation of the event by 50 persons.
- Achieve an increase of 10 collaborators during the pre-event phase.
- Achieve a loss ratio of participants to zero by improving the logic of the event route.
- Rate over 90% of satisfaction when the satisfaction surveys are sent to the participants and the collaborators the day after the event.

Marketing campaign

- After the creation of the Instagram and Facebook profiles at the end of January, reach 100 followers on both social media platforms before the day of the event.
- Achieve a reach rate of 10% in the Instagram account before the day of the event.
- Obtain 15 like per photo posted in the Facebook account during the duration of the marketing campaign.

Psychosocial

- Promote physical activity and health among the population. It is linked with participation. The higher the participation the higher will be the achievement of the goal.
- Improve the social cohesion of the inhabitants of Mataró by increasing by 5 the memberships of the *UEC* of Mataró entity after the fulfillment of the event.

Economical

- Gain a minimum of public and private donations of 200€ for *Cáritas*.
- Achieve, at the end of the post-event phase, the same amount to profit as last year or a higher amount.
- Boost local commerce by increasing the sales of collaborating businesses by 30% after the distribution of bookmarks discounts and other promotional strategies.

Environmental

- Reduce plastic waste the day of the event by 50% compared to last year.

8. External and internal analysis

8.1 External elements:

The external elements that must be analyzed during a SWOT analysis are opportunities and threats that the company has with its competitors, suppliers, legislation, and government.

Moreover, the external panorama can be divided into a general and a specific environment.

8.1.1 General Environment:

It can be studied with the PEST analysis.

Legal political: In Spain, the Spanish Constitution of 1978 establishes the institutional organization and leads the legal system. According to the web page of the Spanish government, the main lines of the institutional system are the following:

- Spain is a democracy, a rule of law, and a welfare state, with a social market economy.
- The values of the coexistence model are freedom, justice, equality, solidarity, political pluralism, the dignity of the person, and respect for fundamental rights and public liberties. The Constitution protects the fundamental rights of people and establishes principles to guide the actions of public authorities.
- Sovereignty corresponds to the Spanish people.
- It establishes a parliamentary monarchy and a system of government based on parliamentary representation.
- Establishes the unity of the state and the autonomy of the Autonomous Communities (regions). Spain is one of the most decentralized states in the world.
- Spain is a member of the European Union. Also, it shares its exercise with 28 other Member States and their citizens.

At this moment, the political situation in Europe is experiencing uncertain moments, the extremist parties, both of the extreme right and of the extreme left, have seen the number of voters increased.

On the other hand, another issue of interest at the European level is Britain's departure from the European Union.

It can be concluded that the facts described above cause investors, who are ultimately those who create jobs, reduce their activity with all that entails, due to the instability of political systems.

Regarding the monetary policy, Spain, as mentioned before, is part of the EU, part of the Euro system, whose main objective is to maintain price stability.

In reference to the transparency of Spain, a ranking made in 2015 by the Carlos III University of Madrid, indicates that the recent Spanish Transparency Law of 2013, is not well-positioned compared to laws enacted in similar periods. It appears in the 70th place, within a list of a total of 102 laws analyzed, (73 of 150 points).

Economic:

During the last two decades, Spain has lived a complete economic cycle, with growth and recession periods. In 2014, after five years of recession, the GDP recovered the positive sign. This expansive phase remains until today. Thus, the economy has grown, maintaining a GDP rate above the community average, and a 2.5% rate of job creation.

In this context, Spain is expected to continue recording rates of growth and job creation higher than expected for the euro area as a whole, but more moderate than in previous years, with a GDP growth for 2019 of 2.2%, 1.9% in 2020 and 1, 8% in 2021 and 2022.

According to WordReference, inflation is the general price increase that brings monetary depreciation.

In the following graph, we can see the inflation rate in Spain from 2010 to 2018. Also, the rate is forecast until 2024:



Graph 3: [Inflation rate in Spain from 2014 to 2024. Statista](#)

Due to a high number of public employees and an excess of state debt, there is excessive consumption of income from people and companies, thereby damaging savings and therefore investment.

On the other hand, the country has a highly qualified youth, which represents a strength to be able to turn the situation around. Also, motivated by the increase

in life expectancy, the mass of population dependent on the state, as well as unemployed and people who need assistance is remarkably high, this is a problem that occurs in all first world countries.

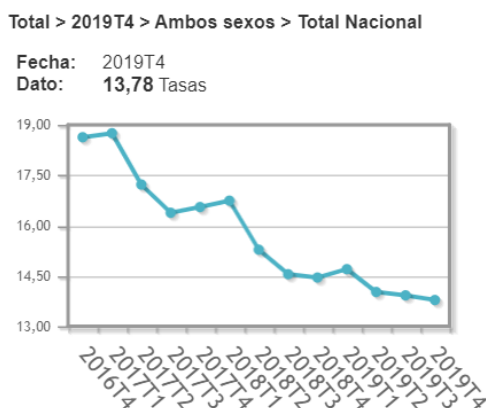
According to the National Statistics Institute (INE) in the last quarter of 2019, the unemployment rate was 13.78%. As we can see below, it increases in the case of the female sex:

	Total
	2019T4
Ambos sexos	
Total Nacional	13,78 ¹
Hombres	
Total Nacional	12,23 ¹
Mujeres	
Total Nacional	15,55 ¹

Table 10: The unemployment rate in Spain during the last trimester of 2019.

Source: Instituto Nacional de Estadística

Moreover, since 2017, it has a negative tendency, which can be attributed to the end of the last crisis.

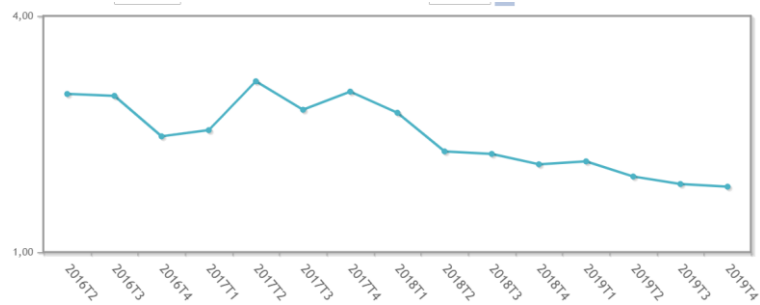


Graph 4: Evolution of the unemployment rate in Spain.

Source: Instituto Nacional de Estadística

On the other hand, the GDP or gross domestic product has been showing a negative tendency. In the second trimester of 2016, Spain had a GDP of 3%, and in the last trimester of 2016, it decreased 1,17%, at 1,83%.

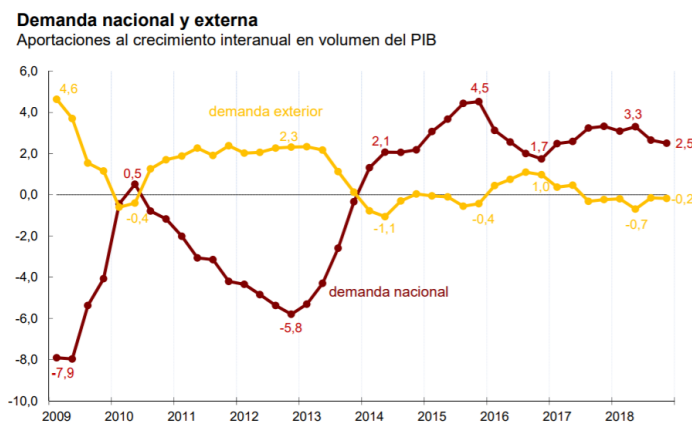
In the following graphic it can be seen the evolution of the GDP from 2016 to 2019:



Graph 5: Evolution of the Spanish GDP from 2016 to 2019 - Instituto Nacional de Estadística

Also, the annual variation of the unit labor cost stands this quarter (Q4 2018) at 1.3%. The gross national income and gross disposable national income also grow by 1.1% and 1.0%, respectively, compared to the previous quarter (Q3 2018).

As can be seen in the following graph, the contribution of national demand to the annual growth of GDP is 2.5 points. On the other hand, foreign demand presents a contribution of –0.2 points:



Graph 6: Evolution of the domestic and foreign demand in Spain (2009-2018) - Instituto Nacional de Estadística

Analyzing the macroeconomic picture from the supply side, it can be seen that the branches of the primary and services sectors show annual growth rates above those of the third quarter of 2018. On the other hand, the secondary sector shows a similar decrease. The following table shows the 2017 and 2018 offer rates:

Producto interior bruto. Oferta

Volumen encadenado. Tasas de variación interanual (%)

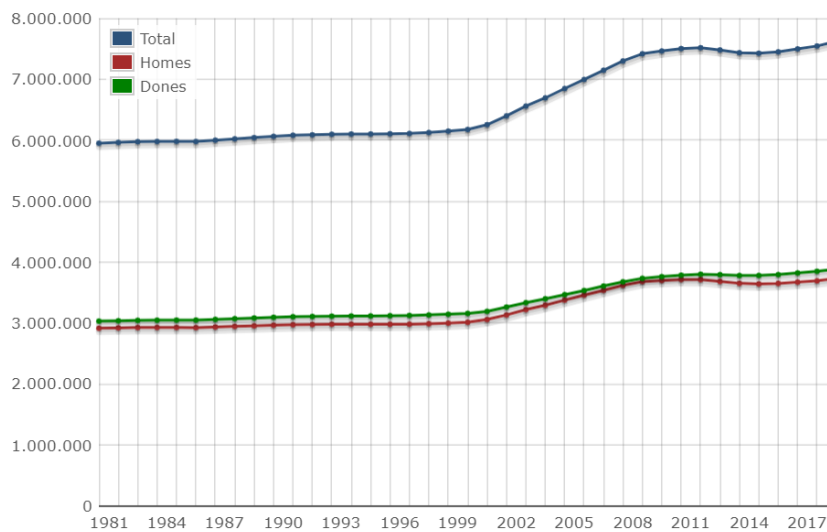
	2017				2018			
	Tr. I	Tr. II	Tr. III	Tr. IV	Tr. I	Tr. II	Tr. III	Tr. IV
Producto interior bruto a precios de mercado	2,9	3,1	2,9	3,1	2,9	2,6	2,5	2,3
Agricultura, ganadería, silvicultura y pesca	-0,7	-2,5	-0,8	0,4	2,8	4,8	-0,5	3,6
Industria	4,6	4,2	4,0	4,9	2,6	2,0	1,1	-1,3
Industria manufacturera	3,7	3,7	4,6	5,4	2,8	2,5	1,0	-0,5
Construcción	5,3	6,5	6,0	6,8	7,5	7,5	8,1	7,2
Servicios	2,3	2,6	2,5	2,5	2,6	2,5	2,7	3,0
Comercio, transporte y hostelería	3,8	3,6	3,4	2,9	2,9	3,0	3,0	3,2
Información y comunicaciones	4,3	3,6	4,3	4,1	4,9	5,6	4,1	3,9
Actividades financieras y de seguros	-1,8	1,5	2,2	-0,5	1,6	1,3	2,0	4,6
Actividades inmobiliarias	0,4	0,1	-0,3	0,0	0,1	0,4	0,7	1,2
Actividades profesionales, científicas y técnicas y otras	4,3	5,2	5,9	5,9	6,0	5,9	6,2	6,1
Administración pública, educación y sanidad	1,3	1,8	1,6	2,2	2,1	2,0	2,4	2,5
Actividades artísticas, recreativas y otros servicios	0,8	1,7	1,4	2,6	1,4	-1,9	0,1	-0,5
Impuestos menos subvenciones sobre los productos	3,4	4,2	3,1	2,7	3,0	1,0	0,9	0,9

Table 11: Evolution of the domestic and foreign demand in Spain (2009-2018) - INE

Sociocultural:

According to the Statistical Institute of Catalonia in January, there was a population of 7.619.494 in Spain. The following figure shows the evolution of the Spanish population in recent years:

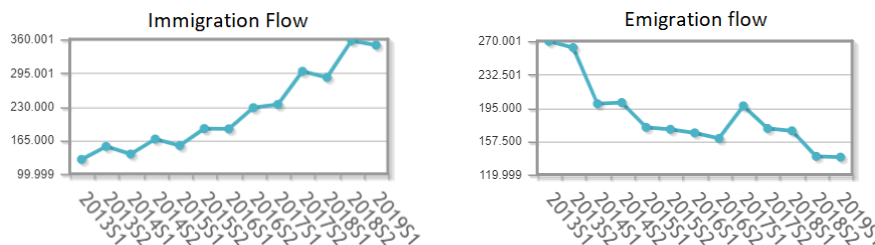
Població a 1 de gener. Per sexe. Catalunya. 1981-2019

[Graph 7: Evolution of the Spanish population \(1981-2019\)](#)

Now it is interesting to analyze in-depth the migration flow by examining the flow of immigration/emigration from/to abroad, which is detailed in the following figure:

Movimientos migratorios exteriores

		Immigración	Emigración
Total	1	348.625	139.528
De españoles	1	38.751	35.332
De extranjeros	1	309.874	104.196



[Graphs 8: External migratory movements in Spain \(S1-2019\)](#)

As can be seen, the external migratory movements in Spain have two different tendencies. Regarding the immigration flows from abroad, the slope is positive with an increase of 220.796 movements from the 1st semester of 2013 to the 1st of 2019. On the other hand, the emigration flow has been decreasing by up to 139.528 movements in the 1st semester of 2019.

As for births, 372.777 were registered in 2018, thus experiencing a decrease of 20.404 babies compared to 2017. In relation to deaths, in 2018 there were 427.721 thus obtaining an increase of 3.198 deaths compared to 2017. With this data, we can say that there is an aging of the Spanish population as births increase, and on the contrary, deaths decrease.

In 2018 the density of the population of Spain was 92,2 inhabitants/km². As can be seen on the web page of *Instituto Nacional de Estadística* most of the population is located on the periphery of the Spanish peninsula, except for Madrid, which has a high density due to its status as the capital of Spain.

Moreover, the average household income in 2018 was 28.417 EUR which has been increasing since 2015 when it was 26.092 EUR. In the same line, the poverty risk has also been lowered since 2014.

Technological: It refers to the use of technology in the productive aspects of society.

As an interesting fact, INE states that 79.5% of households with at least one member aged 16 to 74 have some type of computer in 2018 and 86.4% have access to the Internet, compared to 83.4% the previous year. This is due to the wide telecommunications network and the continuous evolution of technologies.

As mentioned, both older and younger people are familiar with the use of the internet, so they know how to use social networks on a daily basis. Due to this, it can be said that social networks in this country represent an opportunity for the promotion and development of a sporting event or any type of company.

After the technological environment described in the previous sections, we can deduce that the population is very used to being informed through the web pages, so much so, that before deciding on any purchase of service or product the population is informed of the qualities, prices, and characteristics of the products through these pages. With it, it can be understood the importance of maintaining a web page that gives us the image of the business in front of the public. This represents an opportunity since the service or product can be shown, but it also forces us to be more competitive because they are very informed.

This situation also produces a significant deterioration in the commercial margins, since thanks to the Internet, another form of commerce has appeared which is characterized by its low costs, compared to traditional commerce. With this, threatening the continuity of many establishments, which are unable to compete with the internet offer.

INE has recalled the R&D expenditure of companies in recent years. The study has shown an increase of 8.2% in 2017 compared to the previous year, representing 14,000 million euros. Also, 55.1% of these were executed within the business sector and nonprofit institutions.

Environmental

According to the Bulletin of the Center for Sociological Research, 80% of the Spanish population declare that they regularly use public wastebaskets. The same percentage declares never to participate in actions in favor of the environment.

Furthermore, 72% of Spaniards believe that environmental conservation is an immediate and urgent problem, water scarcity being the most urgent aspect, and 52% would be willing to collaborate with environmental groups to prevent an economic activity that harms the environment in your locality.

Covid-19

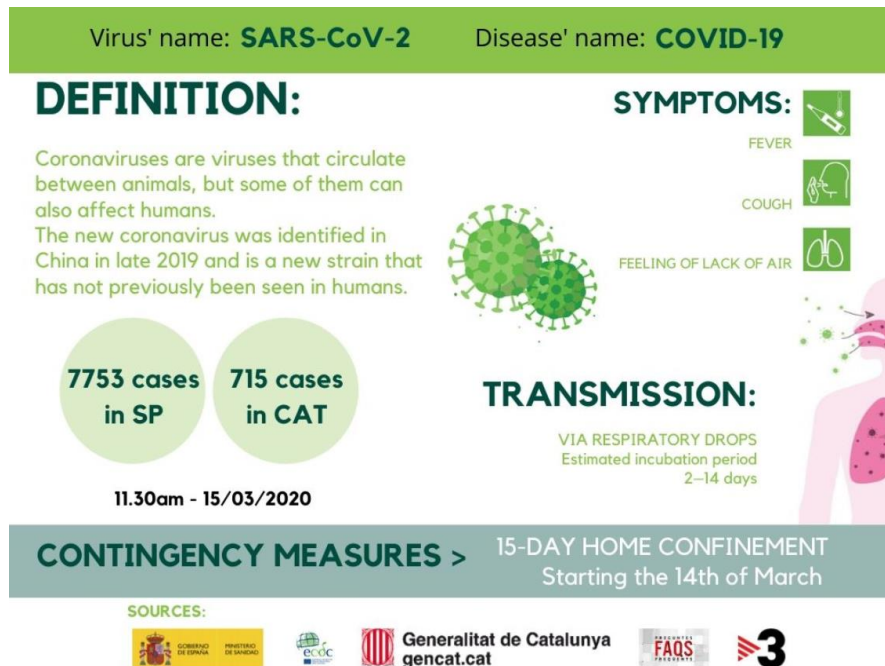


Image 5: COVID-19 - Own creation

In just a few weeks, this rapid-spread disease has created a big commotion around the world.

Its repercussions are both social and economic and its damages have yet to be determined.

Schools and high schools have closed, and universities have suspended classes and postponed exams, affecting almost 1,800,000 students and about 100,000 teachers.

According to TV3, the first day after the Spanish government announced a state of alarm, the Spanish stock market fell more than 11%, losing 6,000 points. The IBEX 35 dropped 7.88% to 6,107.2 points. Also, European stock markets have also dropped sharply, at between 9 and 10%.

As a preventive measure, and following the command of the authorities, most of the companies have temporarily closed causing unknown losses of revenues.

On the other hand, this has caused negative psychological effects on workers. Regarding these effects, some of the symptoms of quarantine are stress, confusion, and anger.

Further information can be found in Annex 3.

To conclude the analysis of the macro environment, three of the factors analyzed provide opportunities for the company while three others pose a threat. The positive factors are:

- First, the economic ones, the indicators are increasing, making this favorable scenario to start a new business.
- Secondly, the technological factors, which are favorable since they help the development of the company reducing its costs, in addition, there has been an increase in R&D expenses.

On the contrary, we find negative factors:

- The political environment since there is currently political instability both at the national and European levels.
- High competition between businesses because of the use of the Internet.
- COVID-19: this disease has a high rate of propagation and has caused multiple deaths in a matter of weeks all over the world. These have caused the necessity of isolation' measures of the Spanish population.

8.1.2 Specific Environment:

It can be evaluated from the following aspects:

1. Potential and current competition and the intensity of those:
 - a. Companies
 - b. Entities and associations
2. The negotiating power of customers and their opinion:
 - a. Past participants
 - b. Possible future participants.
3. The bargaining power of suppliers

8.1.2.1. Potential and current competition and the intensity of those:

This sector has a high rivalry between companies because the enterprises see the opportunity to improve their position by reducing costs and prices, increasing the differentiation of their product and service, or both at the same time.

As can be seen at the beginning of the market study, all of the competitors operate in the Spanish territory. Also, they offer the same products and services, and this increases rivalry.





Another factor is the stabilization of the sector in recent years which consequently produces an increase in competition.

This market has a wide range of companies that operate and compete for possible customers. Every day there are more businesses and entities that want to enter. However, their aims are different. For this reason, the classification of competitors must be divided into companies and entities.



Image 6: Companies & entities - Own creation

a. Companies:

COMPANY NAME	SPECIALIZATION	SERVICES & PRODUCTS	SCOPE OF ACTION
	Ironman and triathlons.	Ironman Triathlon, Ironman Live, Iron Girl, Ironkids, and merchandising.	Worldwide.
	Endurance sports such as triathlons, trails, and cycling races.	Trail and BTT races, triathlons, sporting events project planning, and merchandising.	Catalan territory.
	Outdoor races: Trail running, ultra-trail running, and BTT.	Swimrun, BTT, trail races, timekeeping, communication, marketing, RRPP, merchandising, and others.	Local, national, and international.
	Creation of sports events.	Marketing and sports event development,	Spain.



		merchandising, advisory, and school campus.	
	In running circuits, cross, triathlon, and swimming crossings.	Organization and logistical support of sporting events; Advice, design and sports management; Psychology and sports teaching; among others.	Area of the Maresme and Barcelona
	Trail and bike events.	Organization of trail and bike events, and merchandising.	Catalan territory.

Table 12: Possible competitors - Own creation




Apart from some social institutions that may organize a sporting event in order to collect profits for a social cause, we can find seven businesses that operate in the Catalan territory and that offer similar services:

1. Ironman:

Ironman is a company inside the industry of sports event management, which is owned by Wand Sports Group (WSG), a Chinese conglomerate. It was founded in 1991 in Tarpon Springs, Florida by Valerie Silk and James Gills.

WSG is a leading global sports events, media, and marketing platform. As stated on the web site of IRONMAN, its mission is to unite people in sports and enable athletes and fans to live their passions and dreams.

There are seven events held by this company:

	These are full-distance and half-distance triathlons, which consist of 150 qualifying races in more than 50 countries across the world.
	It consists of a running series established in 1998, which are in more than 30 destinations. Their aim is to bring fun to the run.
	Founded in 2009, these races have grown to over 80 events worldwide with a participation of more than 60,000 runners.





	<p>It is a mountain bike stage race in South Africa's Western Cape province. It consists of 700km and 15,000 meters of accumulated climbing for both amateurs and professional riders.</p>
	<p>These two races, held in Hamburg, are cycling events for both amateurs and pros riders.</p>
	<p>This Marathon race started in 2002 in South East Asia, and it is the only IAAF Gold Label race.</p>
	<p>It is a race that starts in Sydney and ends at Bondi Beach. Nowadays, the 49th edition is being held and it has more than 80,000 participants.</p>

Table 13: Events of Ironman - Own creation

To create more engagement, the company founded in 1993 a hall of fame where the top best athletes are listed with their respective achievements.

This company can be connected through the following social media:



However, more concrete events like IRONMAN Now, IRONMAN 70.3, IRONMAN Championships, and IRONMAN 70.3 World Championships have a single marketing and contact channel, Facebook. On the other hand, IRONMAN Live can only be followed on Twitter and IRONMAN Europe has a channel on Facebook and Instagram.

Their technical partners and premier globally are Active, Hoka One One, Roka, Santini, and Ventum. Moreover, in Europe, there are the partners called Nirvana and Enervit.

As services, they offer participation in their races, which starting prices oscillate between 280 USD and 908.82 USD individually and approximately 500 USD for teams, depending on the country and race chosen. Also, they offer training and programs for the athletes that want to improve their performance or that want to start in this world.

Their strengths are the wide variety of events and their reputation. Moreover, the company is world-known for both participants and partners. However, their prices are expensive and there are a lot of new companies that offer cheaper and reliable services.

2. Wefeel events:

This small business was created in 2008 in Mataró, and it works in the sports sector and in the organization of sporting events. They especially are endurance sports like triathlon, trail, cycling, track and field, BTT, among others. Its mission is “that people enjoy the sport through events designed for them”. This company can be connected through the following social media:



Its strength is that it is a small company which has a close relationship with their clients.

As the main activity, they offer the following events:








	<p>It consists of the organization of four triathlons in Catalonia (Delta de l'Ebre, Costa Brava and the Pyrenees)</p>
	<p>This event is for BTT and trail lovers. It is held in Cervelló and it has six different modalities.</p>
	<p>The race is a night trail in Lloret de Mar in the month of June. It is perfect for sea lovers and it offers the possibility to participate in two distances (7km and 16km)</p>
	<p>It is a 15km trail race in Barcelona, which starts at midnight.</p>
	<p>Runifestival is a race performed in Tossa de Mar with different race distances (5km, 10km, 21km, 42km) and two trail distances of 8km and 15km.</p>
	<p>For the mountain lovers, la Falla is a cycling event held in la Vall de Boí, that connects the Catalan and Aragonese Pyrenees. (85km and 133km)</p>
	<p>It is a non-competitive motorcycle event that takes place in El Pont de Suert.</p>

Table 14: Events of Wefeel - Own creation

The prices vary depending on the race, distance, and location. However, all of them are affordable (15€ to 57€) for all the participants. The main areas of management of the company are memory (annual report of the company), project plan, sponsorship, communications, security, execution and design, social networks, and human resources.

As partners Wefeel works with:



Image 7: WEFEEL PARTNERS

Moreover, as sponsors, there can be found companies like Finisher, Davima, and Eninter, Alemany 1879, Raw, among others. And as collaborators companies like Compex, Nestle Fitness, Quely, among others.

3. Besttrail:

This company, with headquarters in Mataró, offers the organization of outdoor activities locally, nationally, and internationally.

These activities are walks, swim runs, trails and ultra-trails, duathlons, raids, triathlons, BTT, etc. And the enterprise is known because of races like:



Image 8: Besttrail events

Apart from the races, they also offer services like timekeeping, communication, marketing, RRPP, and merchandising, among others.

The social media channels through which the company shares content and with which the participants, sponsors, clients, and collaborators can contact them are the following:



Likewise, Wefeel events, the prices of the services they offer are affordable for the population. Moreover, this enterprise has a good reputation.

4. SportEvents 360:

SportEvents 360 is a company that specializes in offering the most complete service in the field of sports event organization. It was founded in 2010 in Mataró, Barcelona.

The services they offer are:

- Creation of a project by consulting, studying, and analyzing the projects of the clients.
- Production of promotional materials.
- Management of materials for the events.
- Sports team building.
- Sports consulting.
- Sports Campus.

As main areas, they focus on running, road, bike, and institutional events. However, they also offer private services for businesses and other parties. Some of the most famous events in these areas are the following:



Image 9: Sportevents 360 events

As a result of all the activities and the good team performance their client portfolio is large, and their clients are both big and small enterprises.



Image 10: Sportevents 360 Clients

According to their website, their mission is the following: From SPORTEVENTS360 ° we want to encourage the practice of sport in a pleasant, healthy, and safe environment.

Even though this enterprise is growing at a considerable speed, one of their goals is to have good communication and to empower its clients, creating a close network by introducing a blog section for further interaction.

Another strength of this enterprise is the wide variety of social media channels through which the company shares content and with which the participants, sponsors, clients, and collaborators can contact them.



5. Gesport:

This company was created in the town of Calella de Mar and it has more than 10 years of experience in the organization of races in Catalonia for different sporting disciplines.

Their aim is to “provide a specialized and effective response to current needs in the field of both sports professionalization.”

Gesport offers 9 services to its clients:

1. Organization and logistical support of sporting events.
2. Advice, design, and sports management for entities, clubs, and city councils.
3. Sports Stages.
4. Sports Animation Programs for tourist establishments.
5. Psychology and sports teaching.
6. Personal training and all kinds of sports monitoring.
7. Official distribution of Joma sportswear.
8. Rent of materials for the events.
9. Design of all types of bespoke programs.

SWOT analysis


<p><u>Strengths</u></p> <ul style="list-style-type: none"> - Close relationship with their clients. - High participation rates. - Affordable prices. - Wide range of races. 	<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> - Few social media platforms.  - Limited target. - Weak differentiation from other entities in this sector.
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> - Extension of the work area. - Incorporation of other sports modalities. 	<p><u>Threats</u></p> <ul style="list-style-type: none"> - Big corporations with wide networks.

Table 15: Gesport' SWOT Analysis - Own creation

Their main collaborators are town halls in which the races are being held are:



Image 11: Gesport collaborators

6. Klassmark:

This enterprise was created ten years ago, and it has the headquarters in Girona. Their operational scope is all over the Catalan territory.

As well as other businesses in this field, they develop races for the sport and nature lovers. However, as the main difference, Klassmark is committed to nature and sustainable practices. Also, they promote social actions such as equality, inclusivity, job creation, promotion of physical activity, and healthy habits.

Their services are divided into two segments:

- Trail running races:



Image 12: Klassmark Trail Running events

- Bike races:
 - MTB races:



Image13 : Klassmark MTB events

- Gravel races:



Image14 : Klassmark Gravel events

In their calendar of events, there are programmed races throughout the year minus July and August. Also, their busiest months are February, June, and November.

As channels of communication and contact services, it has profiles in the following social media platforms:



b. Entities and associations in Mataró:

ENTITY	EVENT NAME	DATE	CAUSE	PRICE
ONGD SED i Maristes Valldemia	1 ^a Cursa SED Mataró	March 8th	SED_ Gender equality and the empowerment of girls and women	12€
Club Joventut Handbol	Memorial Meritxell Martinez Handbol	March 21st	Cáritas	Foods like oil, sugar, salt, and milk
AMPA Escola Educació especial L'Arboç	VII Caminada Arboç- Fundació Maresme	May 10th	Pro disability. Collaboration with L'Arboç and El Maresme Foundation	adults € 5 children € 3
Direcció d'Esports i Clubs atlètics	Mitja Marató Ciutat de Mataró. Marató Escolar	May 23rd	Pediatric minority diseases. SomgrocsPau	From 15€ to 30€.

Table 16: Entities and associations in Mataró - Own Creation

ONGD SED i Maristes Valldemia



It is a new event that consists of a charity race and a march for the empowerment of girls through the streets of Mataró. The first edition was held on the past 8th of March.

The organizer is the ONGD SED, with the collaboration with the school Maristes Valldemia.

- It is a 6km race and the estimated arrival time is from 20 min to 50 min.
It is aimed at anyone willing to participate and have fun during the 1st SED MATARÓ COURSE on the streets of Mataró.
The organization offers the following services:
 - Cloakroom service to leave belongings.
 - Recovery area with an isotonic drink, water, and a sausage sandwich.
 - Showers service
- The march has a distance of 2,5km and the expected time is from 30 min to 45 min.
It is aimed at anyone willing to participate and have fun during the 1st SED MATARÓ COURSE in the *Parc Central*.

Moreover, the population that cannot / do not want to participate, can also help with the *Dorsal 0* or by being a volunteer. *Dorsal 0* is a donation, which does not entitle to participate in the race, march, or the participant's bag.

The price of participation is 12€, and their main collaborators are *Fundació Ametller Origen, NutriSport, Vinyals i Soler, Cobertis, Studium, Rètols Vargas, Textil Everest, Alemany 1879, Impressionat Impremta, Consell esportiu del Maresme, Ajuntament de Mataró, AMPA, Grup escolta La Soca, Antic Alumnes Mallistes Valldemia, Colla Gegantera Valldemia, Adjmacor Mataró, CE Valldemia, Maristes Valldemia, and ONGD SED.*

Club Joventut Handbol



Image 16: Logo Club Joventut Handbol

It is a friendly handball tournament which, the eleventh edition, was supposed to be carried out during the morning of March 21st. However, due to COVID-19, it was canceled.

This event has the participation of the teams of the school of the club, the Llavaneres-Caldes d'Estrac handball, Laietà Argentona, and the educational centers: Sol-Ixent, Mare de Deu de Lourdes, Divina Providencia, Pia Santa Anna School and Sacred Heart of Jesus.

During the event, foods like oil, sugar, salt, and milk are being collected for Caritas Mataró.

This festive event wants to remember Meritxell Martínez who was very closely linked to the Club Joventut Handball Mataró and the School Games in the city of Mataró.

Apart from the tournaments, the organizers offer the options of hot chocolate and games.

Their sponsors are *Mataró Parc Centre Comercial, Hummel, Ajuntament de Mataró, NutriSport, Synergie, and Caprabo Sport.*

Also, the main social media channels they use is Facebook.

AMPA Escola Educació especial L'Arboç



Image 17: Logo AMPA

It is a march organized by the AMPA of the School of Special Education l'Alborç, Maresme Foundation, and Colla Maimakansu. This solidarity march has the aim to give visibility to people with intellectual disabilities.

Its route, of 9km, goes along the promenade of Mataró, and the registration fee is € 5 for adults and € 3 for children. The date of the event is May 10th, 2020.

The participants can enjoy a bag, a sandwich, water, fruit, and a raffle.

The last edition, on June 2nd, 2020, gathered 1,500 people.

Their main collaborators are *Fundació Alsina, Bankia, Fundació Iluro, Cabré Junqueras S.A., Campas, Tesa, Roy, Incorpora de "la Caixa", Obra Social "la Caixa", and Oysho.*

Their main social media channels are Facebook, Twitter, Instagram, Youtube, and Flickr.

Direcció d'Esports i Clubs atlètics



Image 18: Logo Mitja Mataró

This event is a running race whose initial date was May 23rd. The starting time is at 18:30 and consists of two routes, one of 10km and the other of 21km. The price of the race goes from 15€ to 30€ depending on the date of registration.

The starting and arrival point is located on the *Paseo de Marina*, next to the *Parc TecnoCampus Mataró-Maresme*.

The organizers are *Centre Atlètic Laietània, Colla Maimakansu, and G.A. Lluïsos Mataró*, but the company in charge of the promotion and inscriptions is *Zona Vip Events*.

The organization offers the following services:

- Cloakroom service
- Liquid provisioning every 5 km and upon arrival at the finish line.
- Free post-race massage service for all the registered participants.
- Shower service at the *Eusebi Millan Municipal Sports Center*.
- Hare service: 4 beats. 4 ' / km - 4'30' ' / km - 5' / km - 5'30 " / km.
- As an original initiative, they offer the return train ticket to Mataró.

Their sponsors are *Tecnocampus, Sport Powerade, Auser, FlaixFM, Diputació de Barcelona, Luanvi, CocaCola Bon Ambient, and SomGrocs.*

Their main social media channels are Facebook, Twitter, and Instagram.

SOMGROCS bracelets were born as a family initiative in December 2018.

The little one in the family, Pau, suffers from one of the diseases we call minority disorders, nephrotic syndrome. It has been a few years since the family visited Sant Joan de Déu Hospital where they received excellent treatment. After it, they decided that something had to be done. This is where the bracelets *WE ARE YELLOW!*

The main objective is to help the hospital in the search for the treatment of minority diseases.

SURVEY

Once the basic research regarding the competitors was done, it was important to gather specific information that was not obtained previously. This information is about the budget, the expenditure, the amount, and type of participants in running and similar activities.

Therefore, a survey was sent via email to the ten competitors analyzed. Also, these were personalized depending on the events the competitors were specialized in. These events were the following:

- **Ironman** → Ironman 70.3
- **Wefeel** → Runifestival
- **Sportevents 360** → Pia&Go
- **Besttrail** → 5 cims
- **Gesport** → Cursa/Caminada 2a Trail Solidària Serra Marina Alella
- **Klassmark** → Trail Cap de Creus
- **ONDG SED i Maristes Valldemia**→ 1^a Cursa SED Mataró
- **Club Joventut Handbol**→ Memorial Meritxell Martinez Handbol
- **AMPA Escola Educació especial L'Arboç** → VII Caminada Arboç- Fundació Maresme
- **Direcció d'Esports i Clubs atlètics** → Mitja Marató "Ciutat de Mataró".

Out of the companies and entities listed above, seven of them answered the survey. Thus, the response rate is 70%.

Objectives:

1. To know their target groups.
2. To know the number of participants they attract.
3. To know the channels of communications and content shared.
4. To know if they use social media, and if so, what networks are used, and content shared.
5. To know the budget used for their events.
6. To know their decisions in cases such as COVID-19.
7. To know how much time in advance they use to organize their events.
8. To know if they offer a runner's bag and what it is inside it.

After the analysis, these are the extracted results:

General information:

- **IRONMAN 70.3 Barcelona:** Their target groups are men and women between the ages of 35 to 40 years and all kinds of beginners. In percentages, the larger group are beginners (44,61%), followed by men (41,39%), and finally, women (14%). These come from 61 different nationalities. Mostly from Spain (28,59%), France (20,48%) and the UK (11,79%) Also, the number of participants achieved was 2850.
- **Runifestival Tossa de Mar:** They do not have defined target groups. If not, they aimed at all kinds of public. As a result of it, last year's participation was more than eight hundred persons.
- **5 cims:** Their target group was adults that like to enjoy trail running and races in the mountain. Also, in last year's edition between four and eight hundred people participated in the event.
- **Cursa/Caminada 2a Trail Solidària Serra Marina Alella:** They mentioned that the race is open to all kinds of public with good physical preparation, including people with dogs. However, apart from not having defined target groups, last year's participation was less than two hundred people.
- **1ª Cursa SED Mataró:** Their target groups are the educational community of the Marist school and all the people interested in collaborating and donating for the projects of the *ONG SED Catalunya*. For last year's event, the participation was between two and four hundred people.
- **Memorial Meritxell Martinez Handbol:** Their target groups are club members. For last year's event, the participation was less than two hundred people.
- **VII Caminada Arboç- Fundació Maresme:** Their target groups are not defined. Nevertheless, the event is open to all kinds of public, even those with reduced mobility. For last year's event, the participation was one thousand five hundred people.

Communication:

- **IRONMAN 70.3 Barcelona:** As channels of communication IRONMAN used face-to-face, telephone, broadcast media, written methods, and unaddressed methods. Moreover, social media channels were Facebook and Instagram. In those, they share pictures about the participants, pieces of advice, photos about the route of the event, and information about sponsors and partners.
- **Runifestival Tossa de Mar:** As channels of communication WEEFEEL used face-to-face, telephone, broadcast media, written methods, unaddressed methods, and social media. The social media networks used were Facebook, Twitter, Instagram, WhatsApp, and YouTube. In those, they share pictures about the participants, pieces of advice, photos about the route of the event, and information about sponsors and partners.

- **5 cims:** As channels of communication BESTTRAIL used broadcast media and social media. The social media networks used were Facebook, Twitter, and Instagram. In those, they share pictures about the participants, photos about the route of the event, and information about sponsors and partners.
- **Cursa/Caminada 2a Trail Solidària Serra Marina Alella:** As channels of communication GESPORT used face-to-face, broadcast media, written methods, and unaddressed methods. Apart, the social media networks used were Facebook and Instagram. In those, they share pictures about the participants, pieces of advice, photos about the route of the event, and information about sponsors and partners.
- **1ª Cursa SED Mataró:** As channels of communication ONDG SED and MARISTES VALLDEMIA used face-to-face (75%), telephone (25%), broadcast media (100%), written methods (75%), and unaddressed methods (100%). Apart, the social media networks used were Facebook (100%), Twitter (75%), and Instagram (100%). In those, they share pictures about the participants (25%), pieces of advice (50%), photos about the route of the event (50%), and information about sponsors and partners (100%).
- **Memorial Meritxell Martinez Handbol:** As channels of communication the CLUB JOVENTUT HANDBOL used written methods. Apart, the social media networks used were Facebook, Twitter, and Instagram. In those, they share pictures of the participants.
- **VII Caminada Arboç- Fundació Maresme:** As channels of communication the AMPA ESCOLA EDUCACIÓ ESPECIAL L'ARBOÇ used As channels of communication ONDG SED and MARISTES VALLDEMIA used face-to-face (66.7%), telephone (33.3%), broadcast media (100%), written methods (100%), and unaddressed methods (66.7%), and social media (33,3%). Apart, the social media networks used were Facebook (100%), Twitter (100%), Instagram, and Flickr, and YouTube (33.3%). In those, they share pictures about the participants, photos about the route of the event, and information about sponsors and partners.

Logistics and organization:

- **IRONMAN 70.3 Barcelona:** This event was planned a year in advance but due to COVID-19 it was decided to postpone it. Also, they provided a runner's bag with a backpack, a hat, a bracelet, and sponsorship advertising. Yet, information regarding the budget was not shared because of confidentiality reasons.
- **Runifestival Tossa de Mar:** The total budget for this event was 10.800,00€ and it was planned between one and two months in advance. On the day of the event, they provided a runner's bag with gifts and materials of the sponsors, and the technical t-shirt of the event. Yet, due to the special circumstances the society is living in, they decided to postpone this year's edition.
- **5 cims:** This event was planned a year in advance but due to COVID-19 it was decided to postpone it. Also, they provided a runner's bag. The content of it was

not revealed by the company. Altogether, the budget for the event was 15.000,00€.

- **Cursa/Caminada 2a Trail Solidària Serra Marina Alella:** This event was planned four months in advance but due to COVID-19 it was decided to cancel this year's event. Also, they provided a runner's bag with a t-shirt, materials provided by the sponsors, and propaganda, among other things. The overall budget was 1.300,00€. This low budget was thanks to the collaborators that helped with supplies.
- **1ª Cursa SED Mataró:** This event was planned nine months in advance, according to the beginning of the scholar year and it was able to be carried out because the date of the event was a week before the alarm state for COVID-19. For the participants of the event, they provided a runner's bag with materials such as collaborator discounts, socks, a jar of honey, a bottle of water, among others, and discount coupons in local shops. Altogether, the total budget was 500€. This low budget was thanks to the collaborators and the families of the school.
- **Memorial Meritxell Martinez Handbol:** This event was planned four months in advance and its total budget was 2.000,00€. They also offered a runner's bag with materials provided by sponsors. Due to COVID-19 this year's event was postponed.
- **VII Caminada Arboç- Fundació Maresme:** This event was planned between two and three months in advance and its total budget was 3.000,00€. They also offered a runner's bag with an apple, water, and gifts given by collaborators and sponsors. Unfortunately, due to COVID-19, this year's event was canceled.

Useful conclusions for the organization:

Results extracted from the analysis of the surveys regarding different organizational areas:

Economic:

The professional businesses have a larger budget of more than 10.000,00€ and the amount of participation is normally more than 800 hundred persons.

On the other hand, the organizations and entities have an average budget of 1.700,00€ and a participation average of 400 hundred persons.

Target groups:

Unexpectedly, most organizations surveyed did not have a clear idea of the target groups they were aiming for. Whereas, the professional businesses, that achieved more participation, had them clearly stated.

Social media networks:

The most used channels for communication are social media (23%), written methods (18%), broadcast media (17%), face-to-face (15%), unaddressed methods (15%), and telephone (12%).

Also, the social media platforms more used are Instagram (31%), Facebook (30%), Twitter (22%), YouTube (9%), WhatsApp (4%), and Flickr (4%).

Through those, they share pictures about the participants (31%), information about sponsors and partners (26%), photos about the route of the event (26%), and pieces of advice (17%).

Gifts provided: They all offered a gift bag with different supplies inside it, as well as advertisements from sponsors.

As can be seen, in order to have a successful event, the budget spent, the definition of the target groups, the communication tools used, and the information shared, are the main factors to take into account.

Its design can be revised in Annex 2.

8.1.2.2 The negotiating power of customers:

Due to the features of the event, the possible customers encompass a large part of the population of Mataró. In 2018, in Mataró, there were 126.988 inhabitants, which could participate in the event. On the other hand, the saturated market, the competitiveness of the sector, and the busy life of the population reduce the rich to not more than 1000 inhabitants.

SURVEY

To find out the opinion of the participants of the 24th edition of the *Marxa de Sant Jordi*, a survey has been created. This a great opportunity to learn the opinion of those who have already lived the experience and, therefore, help the entity to improve.

The contacts were provided by the organization. These were introduced by each one of the participants when filling the inscription form through the contracting platform. The contact list size is 144 contacts.

On the other hand, for privacy reasons, the surveys were sent through the email of the company.

To collect honest information, the survey is anonymous. The language of it is Catalan because of the place of residence of the participants.

Objectives:

1. To know if the participants were aware of the social networks for the event.
2. To know the age and place of residence of the respondents.
3. To know their most used social media.
4. To know the preferred ways of donation.
5. To figure out if the organization before and during the event was satisfactory:
 - a. By knowing if at least 80% of the participants thought they received enough information.
 - b. By achieving at least an 85% satisfaction rate regarding the route.
 - c. By knowing if the schedules were met.
 - d. By achieving at least, a rate 70% of people satisfied with the quantity of food and beverages.
6. To know what the lacking points of the organization of the event and possible improvements.

The overall participation was not as expected. The survey was sent to more than 140 persons, but the participation rate was 13,4%. This was foreseen due to the period elapsed from the day the event was performed.

Nevertheless, all opinions were welcome to improve this years' march.

After the analysis, these are the extracted results:

Information about the participant:

- As expected, 57.9% of the respondents have between 36 and 55 years. The following age range with more participation is between 56 and 60 years (21.1%). Thirdly, 15.8% with ages between the 18 and the 35 years. Finally, the smallest age group is from people older than 60 years (5.3%).
- Mainly, the participants were from Mataró (84.3%). The remaining came from Barcelona and Santa Eulàlia de Romança, and Arenys de Mar.
- There are two clear groups of participants according to the times that have participated in the “Marxa de Sant Jordi”: For 36.8% of the respondents, it was a new experience; The second largest group was formed by 31.6% of the respondents who had participated more than four times in the event; Thirdly, 15.8% was the second year participating in the event; Fourthly, 10.5% participated four times; and finally, 5.3% participated three times.

Prior information:

- 69.4% of the participants did know about the existence of the event before participating in it.
- The wide majority thought they were well-informed in advance (73.7%), while 15.8% did expect to be informed more in advance, and 10.5% would have liked to receive more information.
- Related to this last question, 15.8% of the respondents believed they were not informed well enough.

Organization:

- According to the survey the schedules provided by the organization were almost perfectly followed.
- Regarding the food and beverages in the checking points, 73.7% of the respondents thought there was enough and liked the offered options. On the other hand, 21% thought the quantity was not sufficient for all the participants, and 15.8% did not like the options provided by the organization.
- Almost half of the survey’ participants thought that the route of the march met their expectations, while 57.9% rated it from 3 to 4 on a scale of 5. These last percentage, argued that they got lost (50%), it was not easy to follow (33.3%), and it was too short (16.7%).
- Two surprising things were that 26.3% of the sample was not able to identify the members of the organization, and about half considered the event did not show information related to the social cause.
- However, 42.1% of the sample agreed it was easy to donate during the event and the rest, did not even pay attention to this possibility.
- Regarding the preferred way of donation, 63.2% of the sample agreed on contributing to material assets. Meanwhile, 31.6% rather contributed to money.

Socials networks:

- Not surprisingly, 73.7% of the sample did not know about the existence of the social networks of the march. Among those, the social media of choice was Instagram (76.5%), Facebook (41.2%), and Twitter (35.3%). Also, the content wanted to see was related to the route (29.4%), about the social cause (29.4%), and about the entity (23.5%).
- In the remaining percentage, who had knowledge about social media, 62.5% rated them poor to average promotional support.

Experience:

- $\frac{3}{4}$ of the sample rated the experience from very satisfying to extremely satisfying. $\frac{1}{4}$ were neutral about it, and the rest (5.3%) were slightly satisfied.
- Nevertheless, all the respondents agreed on participating again. And 94.7% would recommend the experience.

Improvements and information regarding the way of contact:

- The improvements proposed by the sample were: to have the provisioning points earlier in the route; to improve the starting point; to have a gradual departure; to meliorate the signaling; to upgrade food and beverages and provide more quantity; to include a raffle option; to have more quantity of t-shirt sizes; to receive more information; to postpone the start of the party at the end until all the participants of the race arrived at the finish line.
- As preferred ways of contact, the most valued option was through the website of the entity (84.2%), through social media (42.1%), through friends (26.3%), and through radio (5.3%).

The graphic results can be seen in Annex 1.

Useful conclusions for the organization:

- The major group of participants had between 36 and 55 years, and mainly, they were from Mataró. These had either never participated, or it was at least the fourth time they participated. Therefore, for most of the existence of the event was unknown until last year. However, all of them will continue to participate.
- The wide majority thought that information provided, prior to the event, was satisfactory. As well, the schedules provided were also perfectly followed.
- The existence of social networks was unknown, and the promotional support was poor. To improve it, the most used social media are Instagram and Facebook.
- There were some improvements proposed regarding the refreshments and the route, among other things.
- The website and social media were the preferred ways of contact.

FOCUS GROUP

Moreover, to obtain reliable information regarding a focus group has been performed. This was aimed at possible future participants of the *Marxa de Sant Jordi*.

Participants:

1. Arianda Velasco (30 years) → Pastry chef.
2. Marc Vilar (33 years) → High school teacher.
3. Josep Ferré (47 years) → High school teacher.
4. Clara Sànchez (21 years) → University student of marketing and digital communities.
5. Xavier Noya (40 years) → Bookseller.

Goals to achieve:

1. To find appealing event ideas for the target audience.
2. To discover the best ways to promote the event and reach new participants. Also, to find out through what social network the participants would like to be reached, and what content is more likely to be accepted by the target group.
3. To know the willing price to pay and their thoughts about discounts.
4. To know the preference of location and season to participate in an event.
5. To have a clear idea of the foods and beverages wanted in the checking points, as well as their thoughts regarding own-bring bottles or cups, the after-party, and the option to participate in a raffle.
6. To know the donation preferences. As well as the enrollment gifts desired.
7. To discover what could be added value for the event.

Results found:

- Their initial idea when thinking about a sporting event was the picture of a lot of people dressed in the merchandising of the event developing an outdoor activity during spring or summer. Meanwhile, they also agreed that depending on the type of sporting event the characteristic mentioned before might differ.
- The feelings and emotions related to events such as popular races, marches, or charity races or walks were closeness, happiness, the wish to share, comradeship, and relaxation.
- The words that they related to sporting events were sneakers, colored sportswear, heat, sweat, people, competition, companionship, friends, family, and animals.
- Moreover, they all preferred to participate in an event that is held in natural surroundings because it is easier to get away from the preoccupations of daily life.
- On the other hand, they rather enjoy it with fewer people because when it turns into a massive event it loses the privacy that nature can provide. For this reason, setting a limit might be interesting. Even so, if the event is not organized for a private company, and its aim is to gain as many profits as

possible for a social cause, it would not go in accordance with restricting participation.

They agreed that the limitations of participants could be useful for environmental reasons.

- They related the number of participants to the promotion of the event.
- The most social networks used by the participants are Instagram, WhatsApp, Twitter, and TicToc. Also related to this, they exposed that the optimal amount of posts depends on the content being shared. If these are interesting or relevant, two to three posts per week are acceptable.

The post must be diverse and should include things like videos of other years' experience, Instagram lives, and images like the poster of the event or about the route, among others.

However, witnesses' videos related to the social cause were not welcomed.

Also, they mentioned that the stories of Instagram help to have a dynamic account and more direct contact with the followers.

Furthermore, they agreed that the best way of promotion was when the participants voluntarily shared their experience of the event.

- Also, the maximum price they will be willing to spend in a charity-related event such a march will be 20€. Part of this amount is a donation for the cause. Despite this, the option of the voluntary donation was also considered but not the day of the event because it might require too much effort from the participant. This option could be good for the public or families of the participants.

Additionally, when talking about charity events, the application of a discount for groups or families were though not to be necessary

- Regarding the provisioning points the chosen choices were water and other fresh liquids, and fruits such as oranges. Besides, due to the pandemic situation and for environmental reasons, they agreed that, for events such as marches, the use of own-bring bottles or cups to be filed in the provisioning points.
- As gifts for the enrollment, they preferred material assets like t-shirts, bags, or coffee cups. This can be a good indirect advertisement.
- When asked about the entertainment during and after the event, the idea of having the option of bar service, music, and food was welcomed. They thought it was like a kind of reward and a great way to socialize with the other participants. Some even agreed that in charity events, the after-party and the gift are the two most desired things on the day of the event.
- The option of a raffle containing items from local commerce was thought to be an interesting way to promote local shops, the event and to encourage more people to participate. The collaborations between the organization and small businesses of the area were seen as added value.
- To conclude, the deciding factors for a memorable event is to have something different that attracts and motivates to participate like a social cause, a unique experience, or the route of the event.

Useful conclusions for the organization:

The event should be developed outdoors, in natural surroundings, during spring or summer. This must provide the feelings or emotions of familiarity, happiness, the wish to share, comradeship, and relaxation. These words, as well as sneakers, colored sportswear, heat, sweat, people, competition, companionship, friends, family, and animals, can be used in the marketing campaign.

The deciding factor for a memorable event is having something different that attracts and motivates to participate like a social cause, a unique experience, or the route of the event.

Also, as enrollment gifts, material assets like t-shirts, bags, or coffee cups, are preferred.

For promotion, the ideal post must be two to three relevant or interesting posts per week. Also, multiple types of content must be chosen, and it can be shared through Instagram, WhatsApp, Facebook, or Twitter. In particular, witnesses' videos related to the social cause were not welcomed.

Surprisingly, the participants aged 40 or older, placed WhatsApp as the main social media. Conversely, the rest though Instagram was the major one.

Limitations or discounts are not necessary if the event is held to raise funds for a charity cause, but it must respect the environment.

The maximum willing price to spend in a charity-related event such a march will be 20€ including the donation for the cause. Also, voluntary donations can also be a good raising option.

For the day of the event, animation, a bar service, music, and an after-party are what participants are more eager to find. Also, a raffle resulting from the collaborations with local businesses is seen as added value. Thus, crucial for a successful event.

In addition, the provisioning points must contain water and other fresh liquids, and fruits such as oranges. Furthermore, the use of own-bring bottles or cups is thought to be the best and more eco-friendly option.

The draft of the script followed during the focus group can be seen in ANNEX 11.

Moreover, this is the link to the focus group recorded:

https://drive.google.com/file/d/1oTPDTB207G8NvR_1amwYWYaTsHCvVccX/view?usp=sharing

The video language is Catalan because all the participants in this activity are natives of Catalonia. Its total length is 35 minutes.

8.1.2.3. The bargaining power of suppliers:

Since the non-profit event is being held in Mataró and the participation is around 300 persons, the suppliers are mainly collaborators from Mataró that want to promote their brand by helping for the development of the march.

As mentioned above, in order to be able to carry out the event, an organization like UEC of Mataró needs the help of collaborators and sponsors.

In past editions the collaborators were the following:

1. Ajuntament de Mataró. Direcció d'esports
2. UEC
3. Caritas
4. Comercial de Hostelería Anma
5. Can Kiku
6. Delícies sense gluten
7. Flors Noé Germans S.L.
8. Viñals Soler, S.L.
9. Batlle Fotografia
10. FRUITA I VERDURA FLORIACH

The collaborators mentioned above offer the following services:

- Ajuntament de Mataró: The usage of municipal land and the hiring of ambulances.
- UEC: The usage of social media as well as subventions to organize the march.
- Caritas: It offers advertising through its social media platforms.
- Comercial de Hostelería Anma: Beers and beverages for the after-event.
- Can Kiku: bread for the barbecue after the march.
- Delícies sense gluten: bread without gluten for the barbecue after the march.
- Flors Noé Germans S.L.: Money for the realization of the event.
- Viñals Soler, S.L.: Meat for the barbecue after the march.
- Batlle Fotografia: Money for the realization of the event.
- FRUITA I VERDURA FLORIACH: Food suppliers for the event.

Other suppliers are big enterprises with online stores that offer lower prices and discounts for large purchases.

In conclusion, it can be said that the bargaining power of the suppliers is low.

8.2 Internal elements:

8.2.1 Organizer features



The organization will be carried out by UEC (*Unió Excursionista de Catalunya*) in Mataró which has experience in organizing popular sporting events such as the popular march of Saint George Day, cycling, and trail running events. This will have the collaboration with the city council and other external parties for the organization and financing of the event.

This club is under the federative net of the FEEC (*Federació d'Entitats Excursionistes de Catalunya*) and it organizes activities like hiking, skiing, climbing, camping, expeditions, among others. Its legal form is the same as a sports association, specifically a sports club. Moreover, it is registered in the register of Sports Entities of the Generalitat.

BASIC CHARACTERISTICS:

- A private entity of first or second degree
- Non-profit, with a social purpose
- Formed by partners
- Can exercise delegated public function

BASIC NORMATIVE:

- Legislative Decree 1/2000, of July 31, which approves the Single Text of the Sports Law.
- Decree 58/2010, of May 4, of the sports entities of Catalonia.
- Decree 55/2012, of May 29, amending Decree 58/2010, of May 4, of the sports entities of Catalonia.

HUMAN RESOURCES

- There is an organizing committee, a priori, of 5 main members.
- UEC Mataró members as collaborators.
- Expected volunteer team: 40 Volunteers.
- The possibility of extending the team if necessary.

MATERIAL RESOURCES

- UEC establishment.
- Ambulance provided by the city hall of Mataró.
- UEC Mataró, City Hall, and Sponsors banners.
- Tables, tents, grill to make the barbecue after the event.

ECONOMIC RESOURCES

- It has the financing and subsidy of the local city council that has already collaborated in similar events.
 - o This subsidy is in the form of municipal space and the cost of the ambulances.
- Spices provided by the collaborators of the event
 - o Proposals of rate for collaboration:

PRODUCT	TYPE	DESCRIPTION	PRICE
Card of the runner 300-400 + UEC website and poster	Exclusive	The logo behind the card	200 EUR
	Shared with 4 advertisers, just the name	Card voucher, presenting it in one of the collaborating establishments have a discount	50 EUR
Participant's bag 500 + UEC website and poster	Shared 10 advertisers for 200 EUR	Clothes bag with long handle printed on one side with the march and the other with logos. They are distributed to volunteers and participants	200 EUR
	Shared 20 advertisers for 100 EUR		100 EUR
Bookmark 2000 + UEC website and poster	SHARED with the City Council, Caritas, and FECC	Colour bookmark with cardboard	250 EUR
Ads in the press + UEC website and poster	EXCLUSIVE Price per week	Announcement of the march with the phrase "....." collaborates with the March Sant Jordi	Cap Gros 160 EUR
Lottery tickets	Shared	Announcement on the ticket	50 EUR
Delivery of products or gifts in the participant's bag	Shared	Promotional products provided	0 EUR

Table 17: Proposals of rate for collaboration - Own creation

The revenues from registrations cannot be counted as economic resources for the organization of the race because the entire profits will be donated to the social cause.

Further information can be found in Annex 5.

8.2.2 Competitive advantage

The *Marxa de Sant Jordi* is an event that is performed around Saint Jorge when there is a change in seasons. The weather starts to be warmer, but it is not as hot as during the summer which is perfect for walking or doing physical activities.

Also, in Mataró, there are no other sporting events during that weekend.

Moreover, during the event, there are different stands with books and roses to mix the tradition and perform a sportive activity with friends and family.

The characteristic with which it differs the most from other events performed in Mataró is its antiquity. It has been going on for many years and many people already have the date set up in their calendars. In fact, it is a very familiar event.

Besides, the price of attendance is one of the lowest compared to other companies and entities.

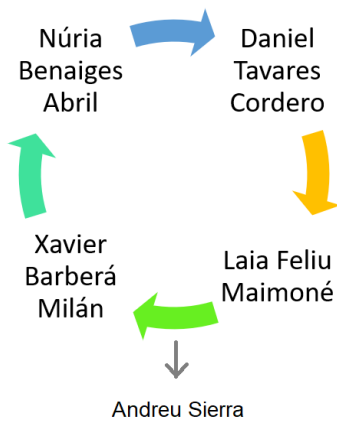
Related with this last point, another difference is the sausages offered at the end of the event.

8.2.3 Organizational chart

For the development of this event, due to its characteristics, the people involved as well as the resulting organization chart has a small size. The result is a simple and direct organization coordinated mainly by a person in charge who will assume several areas.

Before capturing the organization chart, it is necessary to understand what it is and what it is for.

"The organizational chart is an organizational scheme that reflects the hierarchical and functional structure of a company or a specific activity." (Ayora & García, 2004)



As can be seen, there is only one level of management because the responsibilities and tasks are equally divided for those that compose it.

The aim of this organization is to be flexible and adaptable at any point in the project. Also, it is important to have the ability to make immediate decisions.

On the other hand, externally, Daniel Tavares is the president of the UEC and therefore, the one in charge of doing official procedures.

Graph 9: Organizational chart - Own creation

Andreu Sierra is a second party that helps with some of the tasks. He is included in the executive and organizing committee, but his responsibilities are lower than the rest.

8.2.4 Event stakeholders

According to Freeman (2010), the stakeholders are those individuals, groups or organizations that can affect, be affected, or perceive themselves as being affected by a decision, activity, or outcome of a project.

As mentioned before, in the theoretical framework, there are multiple stakeholders during the development of this kind of event.

Even so, it is not enough to identify them, we must understand each of them. These can be organized according to their power, legitimacy, and urgency, and must be treated with the importance that concerns them and individually. Through the following matrix, adapted from Mitchell, Agle & Wood (1997), we can strategically manage the interactions with each of them:

	Stakeholders	Measure
Latent Interest Group		
Resting	Cross field, Local Police, Citizenship	Monitor, Keep Informed
Discretionary	Adjacent populations, Sports clubs, Family of runners, Local shops	Monitor, create Synergies, Collaborate
Demanding	Media, Sports Clubs	Control, Manage for the

		benefit of the event
Expectant Interest Group		
Dominant	Brokers, Sponsors	Attend, Satisfy
Dependent	Department of Sports, City Hall, Local Police	Collaborate, Coerce
Dangerous	Sponsors	Control, Monitor, Satisfy
Definitive Interest Groups		
Definitive	Cáritas, UEC entity, City Hall, Brokers	Attend, Take care, Satisfy

Table 18: Stakeholders' interactions - adapted from Mitchell, Agle & Wood (1997)

8.2.5 SWOT Analysis

To have a clear understanding of the reasons behind the decision to carry out this project, a SWOT analysis has been created:

SWOT ANALYSIS

STRENGTHS



- Suitable prices.
- Mataró city hall support.
- Committed organizers and multidisciplinary committee.
- The reputation of the race.
- Years of experience.
- Good network with local companies and organizations.

WEAKNESSES



- Lack of marketing knowledge and actions.
- Short timescale planning.
- Low-profit margins.
- Design thinking not taken into account; Lack of analysis of customers' needs.
- Low online presence.
- High dependency on partners and collaborators.
- Multiple stakeholders involved.

OPPORTUNITIES



- Social commitment to the environment and the social cause.
- Many opportunities for collaboration with local businesses.
- Price stability in Spain, as well as in Europe.
- Expecting increasing economic growing and employment rates.
- Decreasing unemployment rate since 2017.
- Highly qualified youth.
- Increasing population, both national and foreign.
- Increase average household income and lowered poverty risk.
- Increasing number of electronic devices and internet access.

THREATS



- Uncertainty of being able to perform the event due to COVID-19.
- Reduction of investment and job creation due to the instability of the European political situation.
- Excessive consumption of income from people and companies, damaging savings and investment due to the high number of public employees and excess of state debt.
- High need of assistance because of the increase in life expectancy and mass population depending on the state
- Negative tendency of GDP.
- Deterioration in the commercial margins because of the use of the Internet.
- High and experience competition.
- Saturated market.
- Low market demand.

Graph 10: SWOT Analysis - Own creation

This analysis is part of the preliminary phase described in the theoretical framework (steps to follow when organizing a sporting event) and it is composed of two elements: external and internal elements.

Moreover, these are also explained in the “Factors conditioning the design and realization of sports events” of the theoretical framework.

8.3 How do the factors of analysis affect the problem to be solved?

As mentioned above, the problems that are wanted to be solved are:

- Creation of a marketing campaign and the change of obsolete methods:

Regarding this topic, with a good campaign and a feasible project, it is easy to find sponsors, collaborators, and partners that can help with economical aids or with material resources. It is of huge importance because the stakeholders are going to be a key point throughout the entire organization.

Furthermore, if the event has a good image, the power among competitors will have to be shared and it might damage the participation of people in the events of other companies. Overall, this will increase the intensity of competition and it might reduce the bargaining power of the suppliers because the willingness to work with the entity will be increased.

Moreover, because of the coronavirus outbreak and the uncertainty to carry out the event, it will be necessary to change the planned strategy and adapt the frequency of the posts during the weeks that the population will be in a house arrest.

- Planning and scheduling:

There were some communication problems within the organizational committee. To prevent this issue from happening again, a WhatsApp group, a shared drive, and the principle of the four eyes are going to be implemented. This principle consists of having two individuals approve an action before it can be carried out.

A lot of mistakes will be avoided, and time will be saved.

A good planning strategy is one that is constantly reviewed and where the necessary changes are made. For this reason, due to COVID-19 and the inability to personally meet with the other members of the team and other stakeholders, the initial plan must be reviewed and if necessary postponed. All the tasks should be done electronically until the situation is under control. This implies the uncertainty of knowing if the event will be able to be done on the expected date or not.

As mentioned above, the Spanish population is under house arrest during a period of 15 days starting the 14th of March. Therefore, the organization of the event is under the further instructions of the authorities.

- Tracking and participants loss:

The factor that can help to improve the problem of inaccurate tracking and to avoid the loss of the participants during the march, is the technological one, which is part of the external analysis of the company.

Nowadays, there are many tools to ensure precise localization, these can be WIKILOC, *Mapas de España*, among others. For this 25th edition, the participants will be able to see the track before, during, and after the march. With this, what is intended is to give them more security. They will constantly be able to see the route and afterward, revive it.

Economically, it helps with the development of the economy of the sector and the Spanish economy. Especially around the Maresme.

Also, this project will improve the internal communications between the citizens of Mataró and the adjacent municipalities, promoting better practices.

PART 2:

Pre-event

9. Explanation of the sporting event

Nowadays, hundreds of races are held monthly, for this reason, it is important to provide something that can differentiate the wanted event from the others. Also, people like to participate in events in which they can identify their beliefs and values. Therefore, getting in touch with other entities that have performed a race for a social cause will be helpful to avoid unnecessary mistakes or to have a smooth event.

According to the information gathered and the suggestions of the UEC, the event will be the following:

- The name of the march will be *Marxa Sant Jordi 2020*.
- It will consist of two popular marches: One will consist of 11km and the longest will be 22km. The marches will go through Mataró, Dosrius, and Llavanes.
- This will take place in the municipality of Mataró, with the starting point situated in the north part of Mataró, in the cross-field.
- I will be jointly organizing it with the local club *Unió Excursionista de Catalunya* of Mataró.
- Part of the profits will be earmarked for *Càritas*. However, it will also be fundraising for the entity.
- The event will take place on April 26th coinciding with the traditional celebration of Saint George's Day.

It is aimed at the population of the municipality and all those fans (or not) of running who want to enjoy the local party.

What is believed to catch the interest of the population is the commitment to society. Therefore, the fees to participate will be cheap and the whole benefits of them will be sent to the social cause.

To increase participation and to make the event more appealing, there will be music throughout the day and a barbecue for the after-march.

Below, there is an image of the circuit for both circuits:

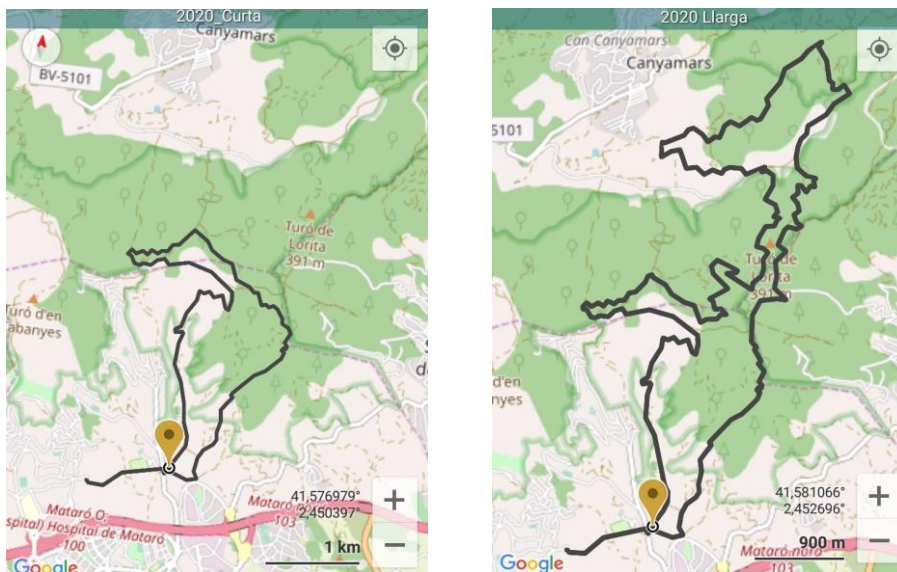
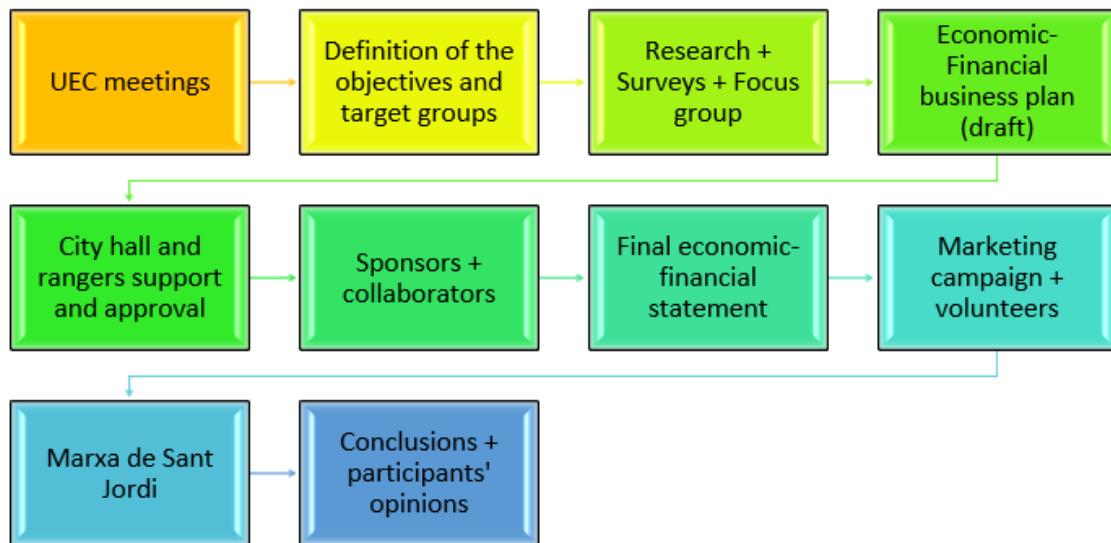


Image 20: Informative route of the event - Google maps

10. Methodology



Graph 11: Methodology

The type of methodology used throughout this project is qualitative since in order to gain understanding regarding the main objectives of the event it is necessary to look for non-numerical information such as articles, surveys, and other offline and online information.

Additionally, a focus group will be conducted in order to know the opinion of possible participants.

Moreover, after doing the proper research regarding the planning of a sporting event and the focus group, a quantitative methodology will be used. An online survey will be sent to the last year's participants of the march, to see their degree of satisfaction and to know their feedback, and to companies and organizations that have performed similar events.

Further explanation of steps followed during the development of the project can be found in Annex 6.

11. Project planning

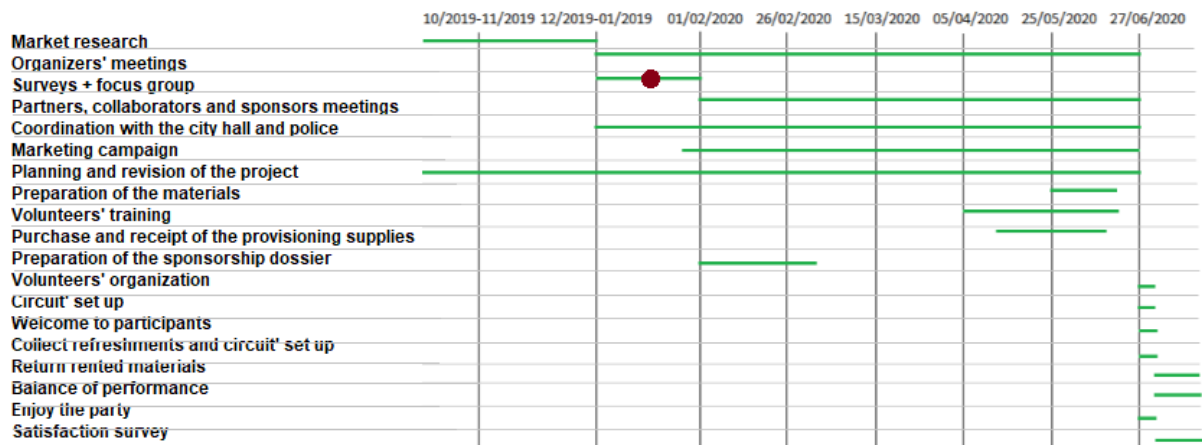


Graph 12: General timeline - Own creation

Mainly, the sporting event will have four phases:

1. Marketing research: This phase will be held during the last months of the year in order to see the development of the market and the results of other races or marches.
2. Agreements, collaborations, and social opinion: Once all the information is collected it is time to do a social questionnaire to see possible improvements or preferences of the target group. Moreover, the role of the organization, collaborators, sponsors, and the different departments in the city hall is essential to be able to proceed into the planning of the sporting event.
3. The event: With all the resources and the agreements with the previously listed parties, the event can be carried out. Here is where all the materials are rented, the volunteers are formed, and where all the other activities related to the march are held.
4. Post-event: Apart from the collection and return of materials and refreshments, a satisfaction survey to the participants and volunteers is needed in order to see how the organization can improve and to see if it can be performed either another year or in another place.

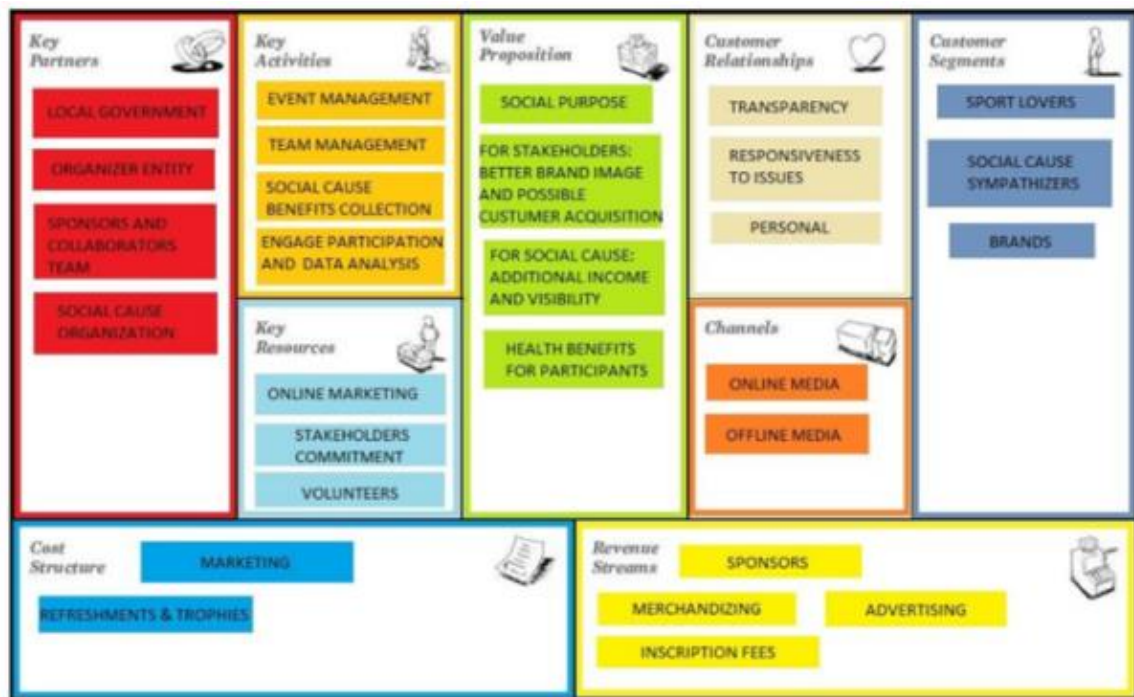
Due to COVID-19, the date of the event might be postponed, and with it, all the procedures.



Graph 13: Activities Timeline – Own creation

In the previous graph, there are four phases of the project. Furthermore, this last one shows the detailed activities of the march, from the original idea to the satisfaction survey.

12. Business model and target



Graph 14: Business Model - Own creation

To be able to create a business model it is important to analyze segment by segment and find all the key factors that might make your business viable. For this reason, in the graph above there are nine different segments regarding the key components to creating a perfect business.

Target:

As a target, UEC is trying to provide a service for the people of Mataró and the area of the Maresme. Mainly adults and children older than three, but without excluding any segment of the population minus people with a severe mobility disability that might be difficult the practice of a sport.

Therefore, the event wants to attract the following segments of customers:

1. Female and male, around the age of 40, middle-class, mainly from the province of Barcelona and with previous sporting experience.
2. Youths and young adults aged 18 to 25, that usually use social media, and have vague knowledge about the organization.
3. Sports enthusiasts that like to participate in outdoor activities and that are always up to a challenge. Which also participates in other marches or races around the area of Mataró.
4. Sympathizers of the social cause.
5. Brands that would like to advertise their products or improve their brand image.

Key partners:

To carry out a project like this it is necessary to have the support of an institution or a business in the sector. In this case, the UEC has agreed to help with the organization of the march. Furthermore, it is essential to have government support and approval since the march will be helping inside the municipality.

Other key partners are sponsors, collaborators, and the entity for which the benefits are being raised. These are the ones that will provide the materials and resources needed.

Key activities:

Without a doubt the main activity that will need to be carried out is the management and development of the event, with it, the organizer needs to manage the team and volunteers, contact with the entity of that supports the social cause, create a marketing campaign by engaging the participants in the event, from both participants and collaborators.

Value Proposition:

It is all about finding the element that will make your company, product, or service different from other enterprises in the market. Therefore, UEC is aiming to create an event that is affordable and accessible to everyone. Also, it is committed to society and the fact that the benefits will be sent to a social entity is proof of it. Apart from this, it wants to promote the health benefits of sport and social participation and communication around it.

Finally, regarding the stakeholders, it is a great opportunity for any business to advertise their products and improve their brand image.

Customer relationship:

As mentioned before, the communication and the sharing of values for sport and social causes is of huge importance. Consequently, personal and easy contact with the participants and enterprises is crucial. Also, this project would like to highlight the importance of transparency and responsiveness to issues before, during, and after the event.

Channels:

Nowadays, sharing the right information through the right channels is the key to success. As a result, this initiative must have offline and online marketing actions.

- Offline: Strategies like networking, meetings, fliers, and signs.
- Online: Mainly through social media platforms like Instagram, Facebook, YouTube, and Twitter. But also, through the mail.

Cost Structure:

The main costs that the project will be facing are marketing and the acquisition or rent of materials for the day of the event. Those might be refreshments, music equipment, among others.

Revenue Streams:

As direct revenues, the event will have the sponsors, collaborators and government contributions, and the selling of the merchandising. Indirectly, it can earn benefits from the advertisement for enterprises. Also, apart from the money that is being raised for *Cáritas*, the rest of the inscriptions' benefits will become part of the revenue stream.

13. MARKETING CAMPAIGN

In order to make the event as visible as possible for the runners, other citizens, and other interest groups it is necessary for the creation of the event website, registration system, and periodicals.

Good management of these elements provides a solid image of the event as well as guarantees the participation of athletes, sponsors, and the rest of the population. It is essential that the organization's communication fits the objectives and the target groups. Also, to create more impact it will be ideal to have good coordination with different local media.

Due to the magnitude of the event, the planning and the everyday actions will be carried out by a single person. However, if the size and the budget were higher than expected, the hiring of external services would be necessary to professionalize the event.

The campaign can be seen in Annex 7.

Timeline

The campaign will last the whole month of March and April. It is going to be centered in Saint George's March and Cáritas. Mainly, it will be launched using Instagram and Facebook. Every two weeks the post of the following two are going to be created. Each week there are going to be three posts in both social media and two Instagram stories.

As an example, in Annex 7.1 there are the posts programmed for the first two weeks.

Because of COVID-19 and the restrictive measure of the government, the marketing campaign had to be readjusted. During the first week, the two first posts were the planned ones. However, after those, the adjustment was the following:

1. Publish, during the first week, one post regarding COVID-19 and the event's date.
2. Reduce the amount of Instagram Stories, during the first three weeks, to one.
3. Reduce the number of posts, until the situation was under control, to one post on Instagram and Facebook per week.

Moreover, due to the cancellation of the event, the actions in the marketing campaign called off.

Objectives: The main objective of this project is to improve the mistakes done in previous editions. Moreover, the creation of a marketing campaign, the correct prior planning and, tracking factors concerning the course of the march:

- Increase INSCRIPTIONS by 50 participants.
- Creation of INSTAGRAM and FACEBOOK profiles for the march.



- Reach 100 FOLLOWERS in the accounts.
- Reach rate of 10%.



- Reach 100 FOLLOWERS in the accounts.
- Achieve 15 likes per photo.

Proposal: As a proposal to improve the already existing marketing strategies, this 2020, there will be the incorporation of social media usage, the publication of articles in the newspapers and magazines (Annex 7.2), and there will be collaborations with influencers in the world of organization of events.

KPI's: To measure the success of the campaign the main key performance indicator will be the number of inscriptions. Moreover, for both social media platforms there will be concrete KPI's:

Instagram:

- Click on the registration page through Instagram
- Reach
- Impressions
- Number of followers
- Likes per post
- Profile visits

As a strategy of communication, the hashtag #MarxaStJordi2020 will be created.

Facebook:

- Reach
- Number of followers
- Likes per post
- Click on the registration page through Facebook

13.1 PROJECT DOSSIER

It is a document that collects more in-depth information about your project and is used when you want to present it, especially when you are looking for investors, collaborators, distributors, or simply want to make it known.

The project dossier for this event is composed of a description of the event, information about the organization, diffusion media, and collaborators.

The full dossier can be seen in Annex 7.3.

14. OPERATIONS PLAN

14.1 Tasks and responsibilities

To be able to divide the tasks and to assign responsibility for all the activities that needed to be fulfilled an Excel file was created. This file is divided into six categories:

1. Red: the itinerary.
2. Blue: Documents and permits.
3. Green: Sponsors, partners, collaborators, marketing, and treasury.
4. Purple: Inscriptions, order/collection of materials.
5. Yellow: Volunteers and photographers.
6. Orange: Tasks of the day of the event.

Apart from volunteers, the main organizers are the following:

Dani Tavares



Núria Benaiges



Javier barberà



Laia Feliu



Andreu Sierra



Table 19: Pictures of the organizers – Own creation

First, we find the itinerary. The tasks related to this category are tracking, marking, and recognition of both distances.

	Itinerary	Itinerary proposal and track	1st WALKING RECOGNITION	Mark
	January	February	March	25/04/2020
NAME				
Dani Tavares			x (Tuesday 3/3/2020)	x
Núria Benaiges				
Javier barberà				
Laia Feliu			x (Tuesday 3/3/2020)	x
Andreu Sierra	x	x (14/02/2020)	x (Tuesday 3/3/2020)	

Table 20: Tasks related to the itinerary - Own creation

Andreu Sierra has large knowledge regarding the territory and has helped to track the route in many editions. Moreover, once the track is decided, it is time to do a walking recognition to see if it was suitable for all the participants and to have to see if it was the best track. This task has to be carried out by at least three of the organizers because six eyes are better than two. Finally, the day before the event, two people responsible for the organization team and a group of young volunteers from the section SIM (initiation section in the mountain) of the UEC have to mark and do a second recognition to make sure the track is in order.

The next category is related to the permits and documents needed to perform the march.

NAME	Security memory City/Town hall of Mataró, Dosrius, Llavanes març	Fire Permits Generalitat març	Other Permits Natural Park març	Tables, chairs, stains garbage and portable WC març	Food handler title març	Insurance 23-24 abril
	Dani Tavares					x
Núria Benaiges					x	
Javier barberà	x	x	x	x		x
Laia Feliu		x	x	x		
Andreu Sierra						

Table 21: Tasks related to permits and documents – own creation

Nowadays most of the permits must be requested online throughout the official web pages of the city/town halls. In order to request these permissions, the IDECAT (digital identity) of the UEC is needed. For this reason, the person in charge of this task must be either the president or the treasure. On the other hand, other permits like the one regarding fires and the one to ask for permits to be able to pass through the nature park must be requested in person and handed to the rangers in the *Mercat de la Flor* in Vilassar.

Moreover, two members of the team have the food handler title which will be needed since food will be served at the refreshments and at the end there will be a barbecue.

Finally, two days after the event, when the numbers of participants are clear, it is necessary to acquire insurance. The company in charge of it is Segurartic.

Thirdly, there is a category related to sponsors, partners, collaborators, marketing, and treasury.

	Search/confirm sponsors January-March	Collection + receipt sponsors Max. April	Order design February	Publicity / mkg campaign Runedia, web,... February-March	Expense control Treasurer March
NAME					
Dani Tavares	x	x		x	
Núria Benaiges	x	x	x		
Javier barberà					x
Laia Feliu	x	x		x	
Andreu Sierra					

Table 22: Tasks related to sponsors, partners, collaborators, marketing and treasury – own creation

An important part of the development of a social event is to make it visible and to achieve the necessary foundation to carry it out. For this reason, it is crucial to look for sponsors, collaborators, and partners that could help either economically, with the refreshments or other needed materials. This task has to be carried out for as many organizers as possible. However, when contacting companies that have helped in the past, the ones in charge are those that did the contact because, with it, the communication will be more fluid. The next step is to collect their contributions and the receipts to be able to write it down in the treasury.

As a tradition, the image of the march has been a dragon in which design changes every year. The design must be requested by Jaume Arnau.

Three months before the event, the preparations and the publicity actions are carried out. For this task, there are only two responsible needed, one to create the design and to decide the media through which it will be shared, and the president of the organization to validate and share it in the official pages.

To conclude, all the expenses and revenues must be recorded by the treasurer.

The next category is about the inscriptions, the ordering, and the collection of materials.

	Inscriptions ITERS 13/03/2020	Order t-shirts 01/04/2020	Order bags 01/04/2020	Order sausage and other foods 29/03/2020	Order bread 29/03/2020	Order flowers Noé 01/04/2020	Order fruit Florlach 18-19 April	Order beverages Anma 18-19 April	Other gifts 01/04/2020	Collect gifts (t-shirts, bags,...) When ready	Collect food and beverages 23-24 April
NAME											
Dani Tavares	x			x	x			x		x	x
Núria Benaiges		x				x	x		x	x	x
Javier barberà		x	x							x	x
Laia Feliu									x	x	x
Andreu Sierra											

Table 23: Tasks related to inscriptions – Own creation

The materials and gifts that need to be ordered are t-shirts, bags, sausages, and other foods, bread, flowers, fruit, beverages, and other gifts.

As mentioned above, it is preferable that the person in charge of contacting the companies is the same as in previous years. Hence, above there can be seen the delegation of tasks.

The tasks of collecting the supplies and gifts must be carried out by more than one person because of the number of participants. The gifts can be collected when ready but the food and beverages must be collected two days before the event because they cannot be spoiled.

In fifth place, there is a category regarding volunteers and photographers.

	1st meeting Volunteers 06/04/2020	Photographers 06/04/2020	Bagging and distribute ref 24/04/2020	Prepare maps, march signs and inscription sheets 26/04/2020	Mark 26/04/2020
NAME					
Dani Tavares	x		x	x	x
Núria Benaiges	x	x	x	x	
Javier barberà					
Laia Feliu	x		x	x	x
Andreu Sierra					

Table 24: Tasks related to volunteers – Own creation

The help of volunteers is needed in all types of events because they are crucial for correct functioning. Before the day of the march, it is important to notify, meet, and if necessary train the volunteers. The day before the event the materials must be packed and distributed among the volunteers. And finally, the day of the event, the preparation of the maps, march signs, and inscription sheets must be done, as well as last-minute marking.

All the activities that have to be done must be transmitted by the organizers.

Finally, the last category is a summary of the tasks that have to be carried out on the day of the event.

	Assembly 6:30 AM	Go to the control and refreshment points 7:00	Control card and inscriptions 7:30-8:30	Start line 8:30	"sweeper car" 9:00	Lunch 14-15:30	Tidy up and leave to UEC 17:00
NAME							
Dani Tavares	x		x	x			x
Núria Benaiges			x	x			x
Javier barberà	x	x	x				x
Laia Feliu	x	x	x				x
Andreu Sierra							

Table 25: Tasks of the day of the event – Own creation

As it can be seen the assembly of the march starts at 6:30 am and it carries on until 17:00 when everything is tidied up and the extra materials are left in the entity.

For the first four tasks and the last, it is important to have a person responsible to share the relevant information with other members and participants, and that can take action if something doesn't go as planned.

The full excel document can be seen in Annex 8.1.

Moreover, in the following graph, a more detail schedule for the day of the march can be seen:

Schedule April 26th	EVENTS
	Bring tomatoes / sausages / cheese / juice x controls / drinks / fruit
	Pick up bread
6:30	Arrival at the cross field
	1-Assembly tents and kitchen table / parking fences
	2-Prepare food for the controls
	3-Assembly inscriptions / start line (tents, tables)
	4 tables / small waters / pensils for the lists / cards
	4-Place the "Creu Roja" / Caritas / Banners
7:00	Depart towards the controls / Photographs
	Continue with the assembly of maps and itineraries
7:30	Inscriptions + water / registration cards
	4 tables / small waters /pensils for the lists / cards
	Continue assembly bins ...
8:30	Start of the march
	Collect ice, floriach flowers, sausages
9:00	The "sweeper car" leaves
	Arrival organization: sandwich table, drink, gift, flower
	Selling of T-shirts
	Raffle of gifts and posting results on the board
10:30	Arrival of the first participants
11:00	Closing of the participation for the long march
	Preparation of the "Pica-pica"
13:00	Lunch preparation
14:00	End of the march
	Dissassembly of everything except tents, tables and chairs
	Preparation of lunch table organizers, volunteers and partners..
15:00	Lunch time
17:00	Bring all the extra materials to the UEC

Table 26: Schedule of the day of the event – Own creation

14.2 Collaborators and partners

As collaborators, different shops and enterprises of the city of Mataró have been helping with the economically or through other aids for the correct development of the march.

When looking for partners or collaborators, the UEC first turns to those that have helped in previous editions. To contact them, the policy that has been agreed with the other members of the organizer committee is the person who first made contact with them, should be the one in charge to contact them again. This is to transmit confidence and closeness.

According to the meetings with the UEC, these actions are planned to be carried out during the month of March.

These are the collaborators and partners from past editions were the following:

Collaborators:



Image 21: 2019 St. Jordi March' collaborators

Partners:



Image 22: 2019 St. Jordi March' partners

14.3 Refreshments & participation' gift

During the march there will be 3 refreshments, numbers 1 and 3 will be shared in both distances, and number 2 will be exclusive for the long distance. In the following images, the locations of the refreshment points can be clearly seen:

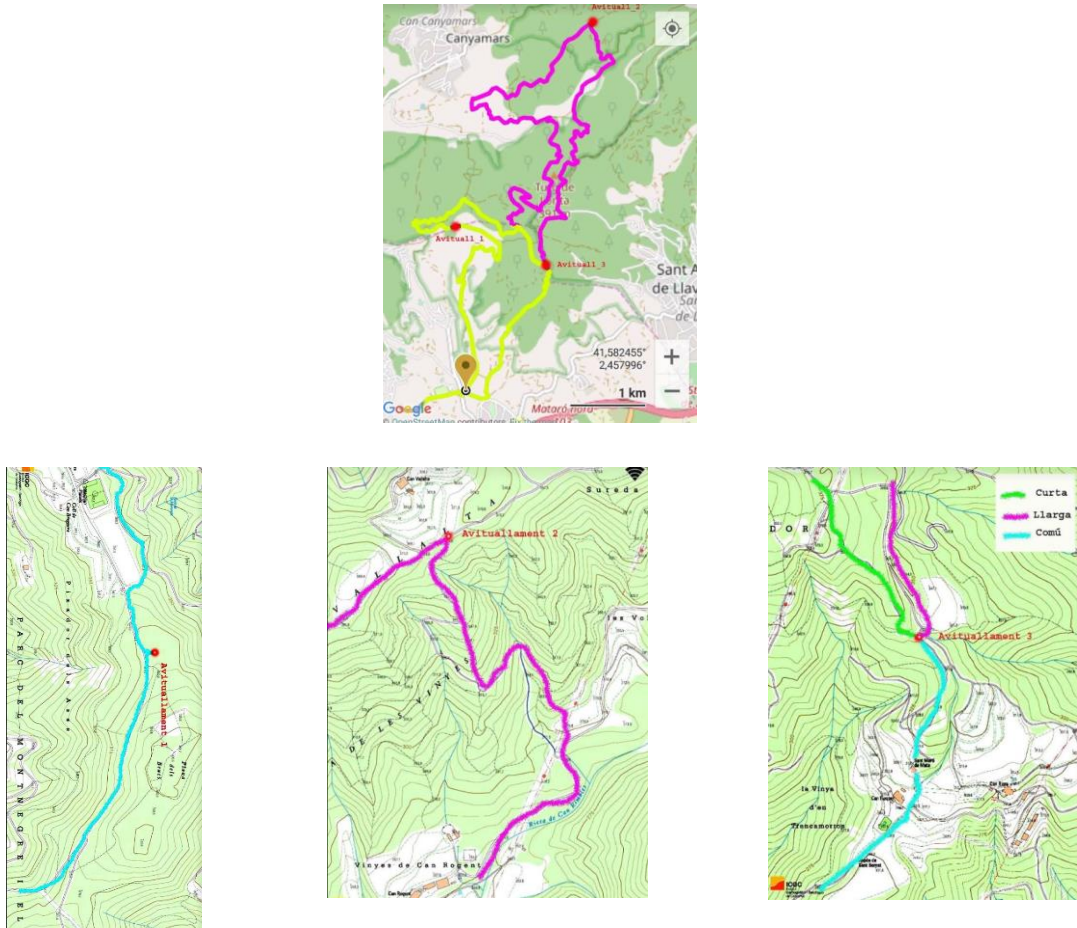


Image 23: Tracks and refreshments point of the march

It has been decided that the foods and beverages that will be served in all the points marked in the map are the following:

- Refreshment 1: Water, oranges, and cookies *Maria*.
- Refreshment 2: Water, dried nuts, oranges, cookies *Maria*, and quince jelly.
- Refreshment 3: Water

As dried nuts, there will be served raisins and walnuts.

Moreover, according to the information obtained with the survey performed to the companies and entities, and the focus group, a participation' gift should be provided. Also, it should contain some of the following elements:

1. Material assets such as t-shirts, bags, coffee cups, hats, bracelets, and socks.
2. Food and/or beverages like fruits and water.

The survived companies relied on, mainly, in the materials provided by sponsors, whereas, the entities used the one provided by collaborators or local shops.

Therefore, they normally give propaganda and materials from the collaborators and sponsors. According to the focus group, propaganda is not necessary and most of the time it ends up in the trash at the end of the event. However, sometimes this comes in the form of discounts and it is well-received by participants.

14.4 Inscription form

The company in charge of sharing, advertising, and professionalizing the inscription' forms is Iter5. This enterprise is from Lleida and it will be the second year working with them. Their service is fast, reliable, professional, and cheaper than other companies in the area.

The inscriptions will be open from the 26 of March until the 15 of April. However, the participants will be able to register until 1h before the event.

As mentioned above, Iter5 will be the platform through which the participants will be able to register for the march. The inscription form won't be created and sent to them until 1 week before the 26 of March, the opening date.

However, to have an idea of the questions that will be asked in the inscription form, before having the final design, a draft has been created through Google Forms (<https://forms.gle/bVfugqNLFf12b5VHA>). This draft can be seen in Annex 8.2.

The outline is composed of four categories: The description of the race, distance choice, general information of the participants, and explicit information about the participants.

15. ECONOMIC-FINANCIAL BUSINESS PLAN

After the meetings with the other organizers of the march, it was decided to postpone the actions related to the charging of collaborators, and merchandising' actions to the beginning of April. For this reason, the following is an assumption of the best-case scenario of the income and expenses for this year. This information has been based on past edition income and expenses, and on this year's planned supplier budgets.

However, this year's budget is 3.126,00€ which corresponds to last year's total expenses. This is because the costs are normally the same.

INCOME AND EXPENSES ST. JORDI MARCH 2020 (DRAFT)			
Concept	Income	Expenses	
COLLABORATIONS	1.050,00		
COLLABORATION BATLLE SCP (BAG)	100,00		
COLLABORATION OF PEIXATERIA BARBENA (BAG)	100,00		
COLLABORATION ROMAN PIZZA (BOOKMARK)	150,00		
COLLABORATION MONTSE CABRE, OSTEOPATA (BAG)	100,00		
COLLABORATION EL BARBER	50,00		
COLLABORATION VIX (BAG)	100,00		
COLLABORATION ECHO HOSTELERIA (BAG)	100,00		
COLLABORATION VERITAS (BAG)	100,00		
COLLABORATION VINYALS GOURMET (BAG)	100,00		
COLLABORATION OPTICA CATALUNYA (BAG)	100,00		
COLLABORATION PARTICIPANTS' CARD	50,00		
INSCRIPTIONS	3.346,00		
PRESENIAL INSCRIPTIONS MSJ	829,00		
NO MEMBER (53)	742,00		
MEMBER (10)	80,00		
UNDERAGE MEMBER (0)	0,00		
UNDERAGE NO MEMBER (1)	7,00		
INSCRIPTIONS MSJ SUNDAY AND SALE OF T-SHIRTS AND BOOKS (5 INSCRIP. 90 EUR. + 50 EUR. SALES)	140,00		
INSCRIPTIONS (5X18€)	90,00		
SALES	50,00		
179 INSCRIPTIONS THROUGH ITERS (159 NO MEMBERS, 11 MEMBERS, 9 UNDERAGE NO MEMBERS)	2.377,00		
NO MEMBER (159)	2226		
MEMBER (11)	88		
UNDERAGE MEMBER (0)	0		
UNDERAGE NO MEMBER (9)	63		
SUPPLIES		766,27	
FOOD, LIDL (9 FRIDE POTATO BAGS, COLD MEAT...)		54,72	
BEVERAGES, KITCHEN UTENSILS, ANMA		186,15	
300 SAUSAGES		150,00	
ICE		49,00	
BREAD (CAN KIKU)		96,40	
FRUITS AND VEGETABLES		150,00	
OLI / NUTS		60	
BREAD WITHOUT GLUTEN (DELICIES SENSE GLUTEN SL)		20,00	
PROMOTION		357,58	
2.000 BOOKMARKS, GR IMPRESSORS		129,85	
100 POSTERS, GR IMPRESSORS		89,23	
1 BIG POSTER, LA FEINA		17,50	
LOGO'S DESIGN, ARNAU COMUNICACION		121,00	
OTHER EXPENSES		646,50	
CAR EXPENSES FOR THE COLLECTION OF MAGAZINES		26,00	
COAL		36,00	
MARCH' INSURANCE, CATALANA OCCIDENTE		239,50	
COMMISSION INSCRIPTIONS PLATFORM ITERS		145,00	
COLLABORATION WITH CARITAS		200,00	
MATERIALS FOR THE DAY OF THE EVENT		1.355,53	
400 CONTROL' CARDS (8,5 X 6) two-faced, colored		50,68	
CLAMPS AND TAPES, MARCH'S SIGNAPOSTING, NOVA PINMAT		19,85	
350 BAGS, ECO		900,00	
105 T-SHIRTS FOR THE COLLABORATORS (IN CASH, WITHOUT VAT) MANEL SOLANO D'ECO TROFEU		385,00	
TOTAL	4.396,00	3.125,88	
BENEFIT/LOSS		1.270,12	

Table 27: Expected income and expenses 2020 – Own creation

As can be seen, if the assumption is correct, there will be 1.270,12 EUR of benefits. This indicates that the project is viable.

Most of the benefits come from inscriptions and collaborations with the city shopkeepers in exchange for advertising for their companies. They collaborate with printing costs of

the bookmark, participant's bag, control card, etc. Others collaborate with other kinds of help. For example, a plant wholesaler gives for free the flowers from the participants, the sausages' seller gives us a good discount in exchange for an advertisement, etc.

All these collaborations are recorded with a receipt on behalf of the natural person, who owns the business.

On the other hand, three other possible scenarios must be contemplated:

1. **Optimistic scenario:** This could occur if more inscriptions and collaborations are expected. However, the cost would also increase.

In this example, the expenses that have increased are the insurance costs and supplies such as bread, sausages, fruits, and beverages. Nevertheless, it is expected because there will be more people attending the event.

On the other hand, the income that is expected to increase from 9 more adult members from the UEC, 41 non-members through the platform, and one more collaboration.

These changes will result in a positive outcome of 1.696,17€, 426,05€ more than the last edition.

2. **Pessimistic scenario:** This could occur if there were fewer inscriptions than expected. All costs kept the same.

In this example, there are no inscriptions on the day of the event and 59 fewer non-member inscriptions through the platform.

These changes will result in a positive outcome of 354,12€, 916€ less than the last edition.

3. **Non-viability project scenario:** This could occur if there were fewer inscriptions and collaborations than expected. All costs kept the same.

In this example, there are 59 fewer non-member inscriptions through the platform, 13 fewer non-member inscriptions, and 1 less collaboration.

These changes will result in a negative outcome of 77,88€, 1.348,00€ less than the last edition.

The profit and loss balances mentioned above can be seen in Annex 9.

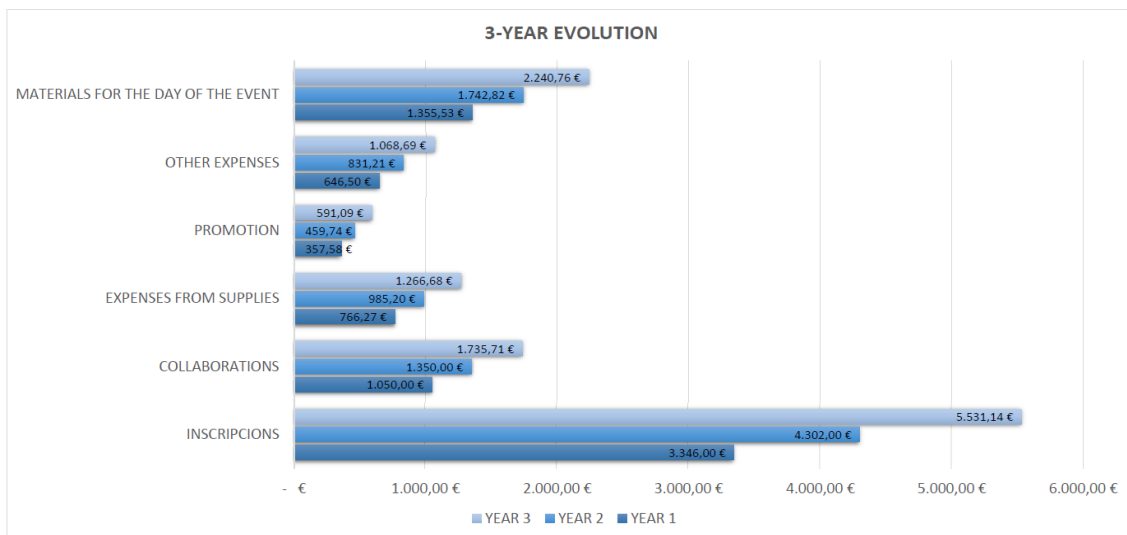
Moreover, according to the expected scenario of this years' edition, to achieve the equilibrium point, the number of participants should be decreased by 92 non-members of the organization. With this decrease, the income coming from non-members inscriptions will be 1.691,88€ instead of 2.968,00€.

Moreover, taking into consideration the inscriptions, the collaborations as income and the supplies, promotion, other expenses, and materials for the day of the event as expenses a 3-year evolution has been calculated.

The increase in both income and expenses is 29% each year which has been calculated accordingly with the increase in the number of participants.

	YEAR 1	YEAR 2	YEAR 3
INSCRIPCIONS	3.346,00 €	4.302,00 €	5.531,14 €
COLLABORATIONS	1.050,00 €	1.350,00 €	1.735,71 €
EXPENSES FROM SUPPLIES	766,27 €	985,20 €	1.266,68 €
PROMOTION	357,58 €	459,74 €	591,09 €
OTHER EXPENSES	646,50 €	831,21 €	1.068,69 €
MATERIALS FOR THE DAY OF THE EVENT	1.355,53 €	1.742,82 €	2.240,76 €
	1.270,12 €	1.633,03 €	2.099,63 €

Table 28: 3-Year evolution (income & expenses)



Graph 15: 3-Year evolution 1

	YEAR 1	YEAR 2	YEAR 3
INSCRIPCIONS	350	450	600
COLLABORATIONS	11	15	19

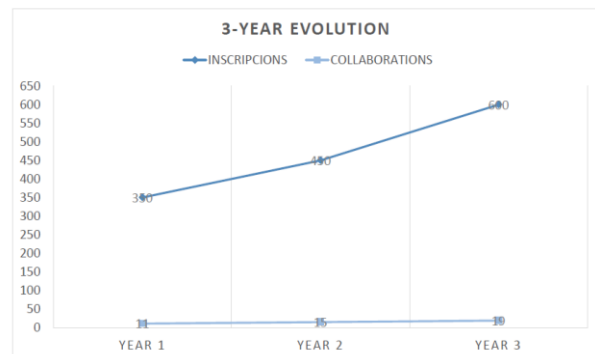


Table 29: 3-Year evolution (income)

Graph 16: 3-Year evolution 2

The main management indicators are the following:

- **The number of inscriptions.**
The higher the number of inscriptions, the higher the amount of income and the reach the event will have.
- **The number of collaborators.**
The second source of benefits of this event is the assets provided by the collaborators. Thus, if there are more collaborations or these are larger, there will be more benefits and/or more assets to improve the event. This indicator is not directly related to expenses and this is why the higher the better.
- **The amount of money earned for donation.**
One of the aims and what makes special this march is that part of the benefits goes to Cáritas. Consequently, the more inscriptions there is, the higher amount of donations will be achieved.
- **The amount of income earned.**
Even though the purpose of the entity is not to earn money, it is a necessary asset to perform the event, to improve the services provided, and to reach more public.
- **The rate of satisfaction after participating in the event.**
If the participants are not entirely satisfied with the services offered the growth of the event will not be viable. The opinions of customers need to be considered.
- **The loss ratio of participants.**
This indicator is related to the participation and satisfaction of the participants. Which is also related to the viability and growth of the event. In other edition, it was one of the mistakes pointed out by the walkers, therefore it needs to be taken into consideration.
- **The reach rate of social media channels used and the number of followers for Instagram and Facebook.**
The higher the reach rate, the higher the number of possible' participants, and the likelihood to get more collaborators and sponsors.
Moreover, according to the research, Instagram and Facebook are the preferred media channels for both, participants and organizers.
- **The number of memberships of the entity.**
If the march has good results, the reach of it and the ones organizing it will be higher and it can lead to an increase of memberships. At the same time, the entity will have more resources to organize this or similar events.
- **The reduction of premature mortality from non-communicable diseases through the promotion of the physical activity. In relation to the sustainable development goals of the Economic and Social Affairs United Nations.**
With the practice of physical activity, the risk of premature mortality due to non-communicable diseases is lower. Therefore, with higher participation, less population will be at risk.

16. LEGAL AND NORMATIVE ASPECTS OF THE PROJECT

After the corresponding research regarding the topic, there are seven permits and requirements that have to be requested and fulfilled:

1. Security memory: This permit is regarding the development of any kind of social activity inside the municipal territory. Since the marches are developed inside three different territories, Mataró, Dosrius, and Llavaneres, it is necessary to ask for permission from all the councils.

These procedures have to be done through the web pages of the councils. The steps are gathered in Annex 10.1.

Related to this matter, to save costs, the city hall of Mataró offers the option to use public materials, like portable toilets, among others. If the entities want to use this service, the materials must be requested one month before the event. Annex 10.1.1.

2. Fire permit: After the event, the participants will receive a sausage, and to be able to cook them, a fire permit is needed. This must be requested in person in the city hall of Mataró. It is composed of two documents which can be seen in Annex 10.2:
 - Attached document to the application for authorization to light a fire: This document is requested from the city hall of Mataró in order to have a record of the application.
 - Application for activities with risk of wildfire: This document must be filled up, sealed by the city hall, and brought to the rangers in the *Mercat de les Flors* in Vilassar (Department of Agriculture- DARP).
3. Montnegre i Corredor natural park permit: To be able to go through the natural part, a permit must be requested at the council, at the *Vallgorguina* park office. The document can be seen in Annex 10.3.

On the other hand, in order to carry out the march, these following items must be taken into consideration:

1. Exceptionally, due to the fact that the track of both marches crosses a road where the cars have access, it is necessary to contact the department of mobility to know the measures that should be applied. The phone number of the department is 937 58 22 11.
2. Food handler title: During the march, the participants will be able to enjoy different refreshments and, in the end, the sausage will be served. For this reason, the food handler title is a safety requirement that must be followed. The two organizers that have acquired the title are Núria Benaiges and Dani Tavares. (Annex 10.4)
3. Insurance: Two days before the 26th of April, the insurance with the company Securartic will be hired. The cost of insurance depends on participation.

17. HUMAN RESOURCES PLAN

In the course of any sporting event, the participation of many people is necessary. The success of the organization will depend on them and their disposition. These personnel can be hired by the organization or can volunteer.

Therefore, the human resource manager must carry out appropriate planning so that all the members of the organization are part of the same team with the same objective while trying to ensure that costs are minimal without losing quality.

This plan will be divided into three different categories: Organizational committee, volunteers, and paid staff.

Organizational committee:

In terms of HR, as seen before, the management of this project will follow a flat organizational structure. For this reason, each member of the committee will have their respective tasks but there will be fluent communication and constant sharing of information. The distribution of tasks will work as follows:

- Daniel Tavares, who beside being the UEC president is going to carry out **general coordination** tasks, making sure to be available all the time for the other members of the organization and other parties.
- The **operational and area coordinator**, Núria Benaiges, will be responsible for the coordination of volunteers, contacting sponsors and collaborators, and helping with communication between areas.
- The person in charge of the **marketing and the public relations** will be Laia Feliu who will disseminate and publicize the event, sponsors, collaborators, gifts, web publications, and social networks.
- Finally, we find the **economic area** in charge of Javier Barberà in charge of the budget and accounting of the event in addition to the inscriptions.
- Regarding the **path** for both marches, Andreu Sierra has helped with choosing and tracking the routes.

In the case of UEC Mataró, the organizers are volunteers from the entity that, jointly, want to provide a service for both, other members of the entity and the inhabitant of Mataró.

Some members of the organizer committee have been participating in the organization of the *Marxa de Sant Jordi* for more than 10 years.

The size of this committee is not limited to a certain number of persons but during the years it has been composed of an average of six persons.

Volunteers:

Because of the characteristics of this event, the main workforce will be formed by volunteers. They are one of the most important figures of any event, and without them, they could not take place. They provide essential help to the professional employees of the organization.

The volunteers will mainly be in charge of attending to each of the people involved in the sporting event. In general, volunteers must meet some requirements:

- Being older than 16 years (under 18 must provide the appropriate parental authorization).
- Ensure their availability during the time the competition is held.
- Be outgoing and willing to help.

The organization must provide:

- Accreditation for the event and recognizable clothing.
- Supplies.
- Transportation when appropriate.
- Insurance covering the activity they perform.
- General and specific training depending on the task assigned.

The areas and missions in which volunteers can be divided into a sporting event are very diverse, here we can find the ones that the organization will use:

- Logistics: accreditation, support in warehouse management, supplies, clothing and material, tickets, ...
- Protocol: delegation of authorities and personalities, attention and information to the public and athletes, and support in opening and closing ceremonies.
- Security: control of accreditation, access to facilities and restricted areas, collaboration with the security forces.

The desired number of volunteers is 30 people. Their help will be required the one or two days before the march and the 26th. The main task to be performed were:

Before the event:

- Preparations of the participants' gift → Bagging
- Preparation of the maps, march signs, and inscription sheets.
- Marking of the tracks. (carried out by the SIM section of the UEC)

Day of the event:

- Setting and cleaning up.
- Assembly of the refreshment points.
- Last-minute route marking.
- Photographers. (two volunteers)
- Inform the participants.
- Participants' control in the refreshment points.
- Provide beverage and food in the refreshment points.
- "Sweeper car" to make sure any participant gets lost.
- Help to set up the barbecue and provide sausages and beverages to the participants.

The volunteers will be contacted via mail, phone or phone. Later on, to have good communication, a WhatsApp group will be created, and two meetings are going to be performed to explain the event and solve possible doubts.

Paid staff:

During the celebration of any sporting event regardless of the volunteers, the help of hired personnel is needed for some tasks. Since the magnitudes of the march, only one party must be taken into account:

- Health personnel: Depending on the current regulations of Public Shows and Recreational Activities and the magnitude of the event, a minimum emergency medical vehicle must be available. These personnel is going to be provided by the city hall of Mataró, thus reducing the overall costs.

PART 3:

Post-event

18. MARCH RESULTS

The march results cannot be measured nor analyzed because of the inability to carry out the event.

18.1 Satisfaction survey

As a novelty, for this year's march, it was planned to provide the option to answer an online satisfaction survey to assess the service received. These answers could be of great help for other years.

However, since the event has been postponed for safety reasons, it will be used in next year's edition.

The survey is divided into four parts: The first being an introduction to the survey; The second asking for general information; The third asking about different areas of the organization and development of the event; And finally, the four, asks for improvements and the possible participation in other years.

The full form can be visualized in Annex 12.

19. CONCLUSIONS

Throughout the realization of this project multiple fields had to be studied to solve the initial problems:

1. The decline of participation.
2. An outdated marketing campaign.
3. Orderly prior planning.
4. Bad management in areas such as human resources and logistics.
5. The decline of entity' members and low visibility.
6. Entity economic' resources shortage.

Regarding the set objectives, due to COVID-19, the exact results were not able to be analyzed because most of them had to be checked after the realization of the event.

These are:

- To improve by 50 persons the participation.
- Achieving a participation loss ratio of 0%.
- Achieve over 90% of satisfaction in the satisfaction surveys.
- Achieve an Instagram' reach rate of 10%.
- Promote physical activity and health among the population.
- Increasing by 5 the memberships of the *UEC* of Mataró.
- Gain a minimum of 200€ of donations for *Cáritas*.
- Achieve the same or more amount of profits than last year's edition.
- Boost local commerce by increasing the sales of collaborating businesses by 30%.

Due to the inability to perform the event, it was not possible to see if, after the proposed improvements, these could be ameliorated.

On the other hand, the following objectives can be analyzed either halfway or completely.

- Reach 100 followers on Instagram and Facebook: The marketing campaign could only last two weeks, one of them being abnormal due to the beginning of the pandemic. Therefore, Facebook followers only reached 7 persons, and Instagram followers reached 37 persons.
- To achieve 10 more collaborators: The legal procedures are long and until the entity does not have all the permits, the negotiations with the collaborations cannot be closed. Nevertheless, two months before the canceling of the event, there were three more verbally agreed collaborations with local shops.
- Obtain 15 like per photo posted in the Facebook account during the duration of the marketing campaign: The maximum number of likes in a picture in this platform was 7. Even though it is not the targeted number, the account had only been created for almost two weeks and the visibility was not as expected.

- Reduce plastic waste the day of the event by 50% compared to last year:
During the different meetings with the organizers, the substitution and/or reduction of plastics was the topic of the day. Moreover, in the focus group, there was said that the use of own-bring bottles was the best option.

Moreover, the organization was carried out meticulously by following a combination of the more adequate phases, proposed by notorious authors, on how to organize a sporting event.

Inside those, there were distinguished six areas which are all related:

Economic-financial area: According to Jiménez-Naranjo, H. V., Coca-Pérez, J. L., Gutiérrez-Fernández, M., and Sánchez-Escobedo, M. C. (2016) the most used method to study the economic impact is the cost and benefit analysis.

Mainly sporting events are fed on the income of the participants' inscriptions. Despite this, other important sources of financing are collaborators, partners, and sponsors. Furthermore, the internet and the help of volunteers provides great opportunities and lower the overall costs.

Regarding the other companies and entities in Mataró that performed these kinds of events, the two groups can be clearly distinguished:

1. The professional businesses have a larger budget of more than 10.000,00€ and the amount of participation is normally more than 800,00€.
2. On the other hand, the organizations and entities have an average budget of 1.700,00€ and a participation average of 400 hundred persons.

Furthermore, after the viability analysis and scenarios, the *Marxa de Sant Jordi* could improve its revenues with just the improvement in advertisement and therefore, in inscriptions.

On the contrary, if the participation is reduced and there are fewer collaborators willing to cooperate with the entity, it will cause a reduction of incomes or even the inability to carry out the event.

After performing the viability analysis, it can be concluded that the project is viable and that the changes mentioned below are applied to it, all the objectives will be achieved and increased every year, and better long-term results will be achieved.

Advertising and marketing area: This are composed of the marketing plan, strategies, actions, and advertisement. After the research, two elements reached more importance than the rest:

1. The use of social networks like Instagram and Facebook.
2. The finding of the right target groups.

To have a better understanding of the real desire and opinion of the inhabitants of Mataró and businesses or organizations, two types of research methods were used:

1. Online surveys:

- Last years' participants: The social media of choice was Instagram (76.5%), Facebook (41.2%), and Twitter (35.3%). Also, the content wanted to see was related to the route (29.4%), about the social cause (29.4%), and about the entity (23.5%).

- Business and organizations: The most used channels for communication are social media (23%), written methods (18%), broadcast media (17%), face-to-face (15%), unaddressed methods (15%), and telephone (12%). Also, the social media platforms more used are Instagram (31%), Facebook (30%), Twitter (22%), YouTube (9%), WhatsApp (4%), and Flickr (4%).
Through those, they share pictures about the participants (31%), information about sponsors and partners (26%), photos about the route of the event (26%), and pieces of advice (17%).

2. Focus group to people inside the aimed target group: For promotion, the ideal post must be two to three relevant or interesting posts per week. Also, multiple types of content must be chosen, and it can be shared through Instagram, WhatsApp, Facebook, or Twitter. In particular, witnesses' videos related to the social cause were not welcomed.

Surprisingly, the participants aged 40 or older, placed WhatsApp as the main social media. Conversely, the rest though Instagram was the major one.

These tools were chosen because, together, they are thought to be the best methods to find large amounts and detailed information.

Moreover, there are the technical or competition area, the infrastructure area, the logistics and facilities areas, and the administrative area, where there can be found information about the route, the human resources, legal and normative procedures, and operations plan.

- The route: The respondents of the surveys and the participants of the focus group agreed on participating in an event surrounded by nature rather than in the city.
- The human resources: According to Graham, Goldblatt, and Delpi (1995) workforce in sports events should be composed of outsourcing, full-time, volunteer, and seasonal staff. Additionally, their motivation and satisfaction have shown better results for the company and competitive advantage.
However, in this case, the entity will use volunteers and the organizer committee. These will have different tasks and responsibilities that will need to be followed. Moreover, it is important to highlight that communication is key.
- Legal and normative procedures: In order to develop the event, the permits needed were the security memory, the fire permit, *Montnegre i Corredor* natural

park permit, insurance, a food handler title, and the permit from the department of mobility.

- Operations plan: It is a compilation of all the tasks and activities that must be performed both, on the day of the event, and during the planning of it. Depending on the type of organization, the time it takes to organize the event varies from one month in advance, for those organizations with more experience, to one year in advance.

Finally, the changes proposed to improve next years' edition are:

- The use of social media as another communication channel. The direct and indirect investigation has shown how fundamental is the need for social media. Nowadays everyone uses at least one kind of social media channel and therefore, the companies need to adapt to their customers' preferences.

Moreover, both the companies and the possible participants that participated in the focus group agreed on the use of social networks for advertising and communication.

Conversely, the UEC of Mataró has not adjusted their communication channels to their public.

- The realization of a satisfaction survey at the end of the event. This march is a service that is offered to the population that is willing to enjoy it. For this reason, it is necessary to know if they were satisfied with the event and to know the possible improvements for other years.

This is in order to maintain and/or improve participation. Also, multiple companies in the sector use this method as a tool to have a close relationship with their clients.

- Weekly meetings with the other organizers and the use of Google Drive to share the information obtained. To have a united team is essential to have a good performance. During the organization of any event, the organizing committee needs to be updated and constantly communicate their actions, options, and results.

Up until this year, all the information related to the race was written in paper and this makes the process harder and longer because the information was only available for the one responsible for the papers.

However, in order to provide me with as much information as possible, all the needed information was computerized, and this change was rapidly accepted by all the members of the organization team.

- The acquisition of techniques used by other companies and entities to improve the UEC services. As Guy Kawasaki stated, "You have to start with the basic premise that you need to know what your competition is doing."

Indeed, this is a clever quote because if you do not know what your environment is offering you will not be able to provide the best offer.

Up until now, the UEC of Mataró has not taken their competition into consideration, and because of this, they could not obtain better results.

- The network improvements between the entity and other local shops. Another channel that can be used as an advertising tool is the local shops of Mataró. It could either be direct or indirect advertising, but it would surely arrive at the population of Mataró, which is the main target group.
- The establishment of target groups for the event. The businesses and entities interviewed, at least those with better rates of participation and better results used the segmentation of their customers by target groups.

In particular, this helps the companies to not waste resources if not to optimize them with the right public.

Furthermore, it is a key element when developing and carrying out a marketing campaign.

- The upload of the route to WIKILOC to prevent people from being lost. More than ones, the other years' participants have complained about getting lost during the march because the indications were not clear enough. Consequently, if the participants are provided with an online map, this issue is expected to be abolished.

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21. ANNEXES

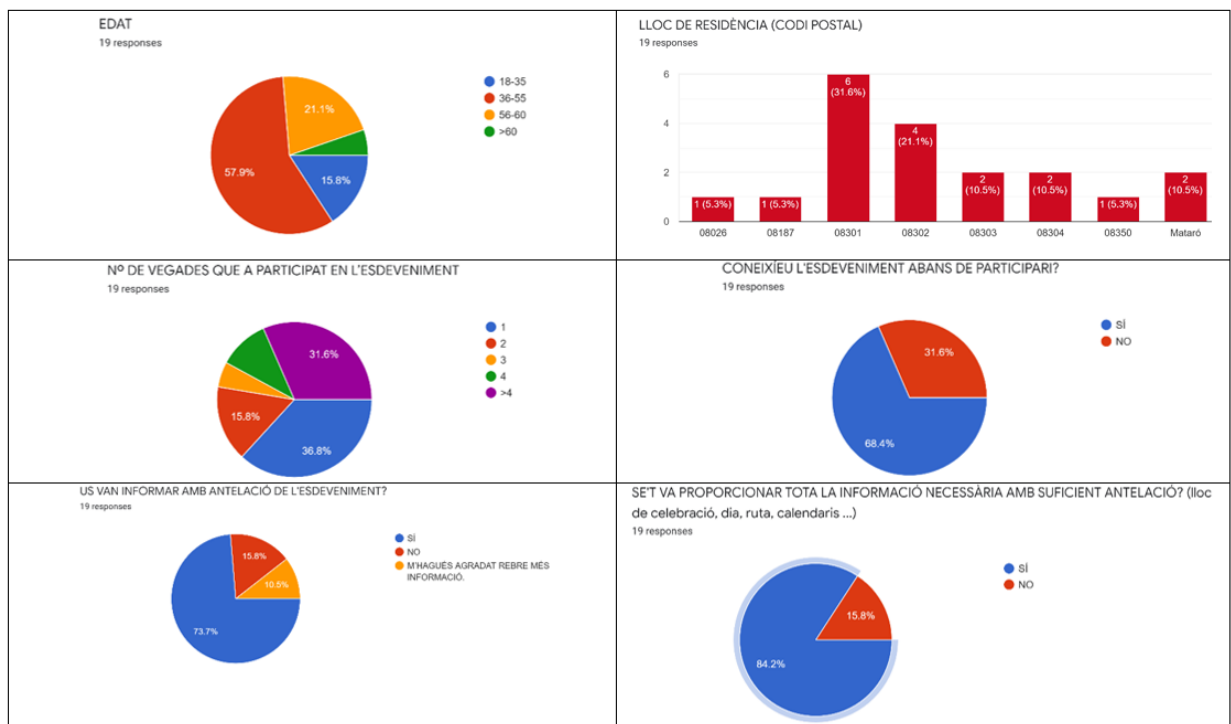
ANNEX 1: Last years' participation' survey

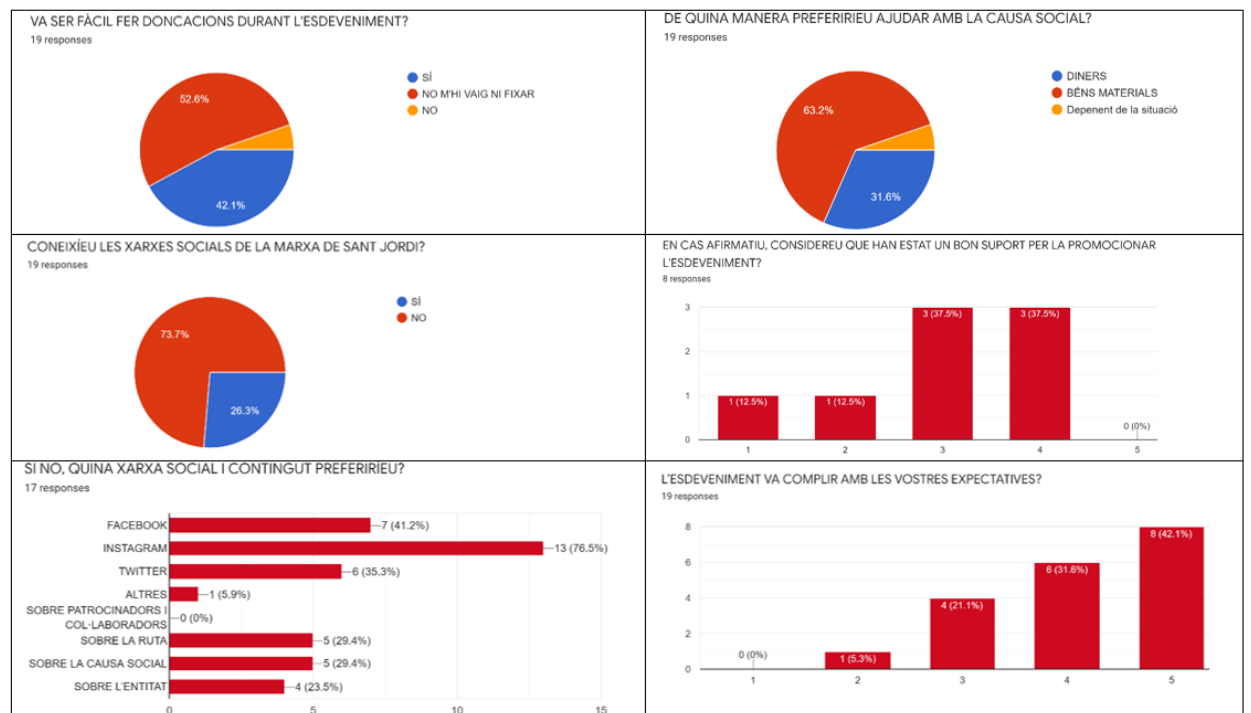
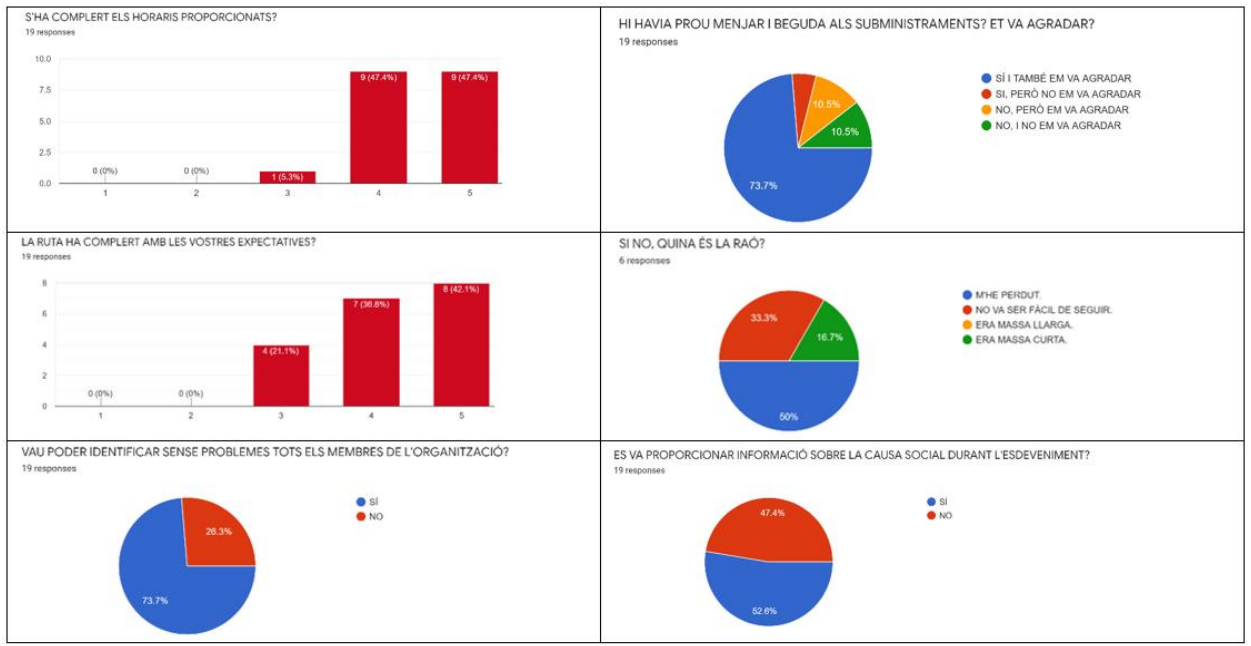
<p>I am a student at the university of Tecnocampus and this year I am doing my final project degree. This consists of helping to organize and improve the other editions of the March of Sant Jordi (UEC). It is for this reason that your opinion is highly valued and necessary to make the appropriate changes.</p> <p style="text-align: center;">THIS IS AN ANONYMOUS SURVEY</p>	
PARTICIPANT DATA	
AGE	18-35 36-55 56-65 >65
PLACE OF RESIDENCE (POSTAL CODE)	Open answer
Nº OF TIMES PARTICIPATING IN THE EVENT	From 1 to more than 5
PRIOR INFORMATION	
Did you know about the event before you participated in it?	YES NO
Were you informed well in advance of the event?	YES NO I WOULD HAVE LIKED TO HAVE MORE INFORMATION.
Were you provided with all the necessary information well in advance? (place of celebration, day, route, calendars...)	YES NO
ORGANIZATION	
Have the schedules provided to you been met?	Rate from 1 to 5
Was there enough food and drink in the provisioning? Did you like it?	YES, AND I ALSO LIKED IT YES, BUT I DISLIKED IT NO, BUT I LIKED IT NO, AND I DISLIKED IT

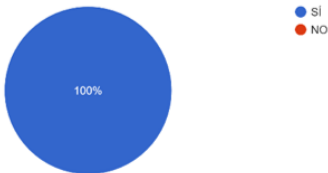
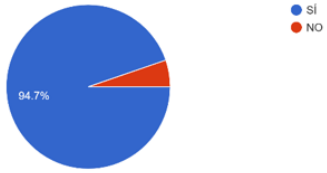
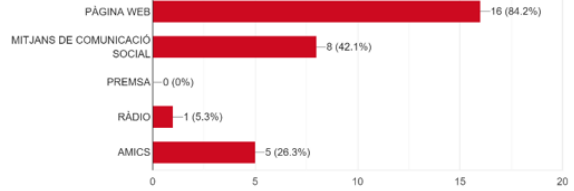
Has the route lived up to your expectations?	Rate from 1 to 5
If not, what is/are the reason?	<ul style="list-style-type: none"> - I got lost. - It was not easy to follow. - It was too long. - It was too short. - ...
Were you able to identify all the members of the organization without difficulty?	Rate from 1 to 5
Was information about the social cause provided during the event?	Rate from 1 to 5
Was it easy to donate during the event?	Rate from 1 to 5
What way would you rather help with the social cause?	<ul style="list-style-type: none"> - Money - Material assets - ...
SOCIAL MEDIA AND NETWORKS	
Do you know the Social Networks of the Marxa de Sant Jordi?	YES NO
If yes, do you consider that they have been good support for the broadcasting and re transmission of the event?	Rate from 1 to 5
If not, what social network and content you would prefer?	<p>Multiple answers:</p> <ul style="list-style-type: none"> - FACEBOOK - INSTAGRAM - TWITTER - ... - ABOUT SPONSORS AND COLLABORATORS - ABOUT THE ROUTE - ABOUT THE SOCIAL CAUSE - ABOUT THE ENTITY -
EXPERIENCE	
Has it met your expectations?	Rate from 1 to 5
Would you repeat attendance at the	Rate from 1 to 5

event?	
Would you recommend the experience?	Rate from 1 to 5
IMPROVEMENTS AND CONTACT INFORMATION	
Things to improve for other editions (complaints or suggestions)	OPEN QUESTION
PREFERRED FORM OF CONTACT	WEBSITE SOCIAL MEDIA PRESS MEDIA RADIO FRIENDS
Thanks a lot! Hope to see you in the next edition of the <i>Marxa de Sant Jordi</i>	

Results





<p>REPETIRIEU L'ASSISTÈNCIA A L'ESDEVENIMENT? 19 responses</p>  <p>Legend: SI (blue), NO (red)</p>	<p>RECOMANARIES L'EXPERIÈNCIA? 19 responses</p>  <p>Legend: SI (blue), NO (red)</p>																		
<ul style="list-style-type: none"> - Avaluaments més variat. - Sortida escalonada. - La sortida. - Informació. - Per el mes endarrerit va faltar menjar al avituallament, i anem amb nens. - Marcatge de la ruta particularment trencalls. - En trams llargs no hi havien indicacions, alguna indicació més estaria bé sobretot a la cursa llarga. - L'entrepà final tenia massa pa en comptes d'embotit. - Es podria buscar algun reclam a sortejar per fomentar la participació, i fer-ne publicitat. - Talles samarretes. No hi havien suficients. - Els que vàrem fer la ruta llarga a l'arribar, ja s'havia celebrat tot... agreixo que es guardés l'obsequi del dorsal. - Millor menjar i begudes. - La senyalització. 	<p>FORMA DE CONTACTE PREFERIDA 19 responses</p>  <table border="1"> <thead> <tr> <th>Forma de contacte</th> <th>Nombre de respostes</th> <th>Porcentatge</th> </tr> </thead> <tbody> <tr> <td>PÀGINA WEB</td> <td>16</td> <td>84.2%</td> </tr> <tr> <td>MITJANS DE COMUNICACIÓ SOCIAL</td> <td>8</td> <td>42.1%</td> </tr> <tr> <td>PREMSA</td> <td>0</td> <td>0%</td> </tr> <tr> <td>RÀDIO</td> <td>1</td> <td>5.3%</td> </tr> <tr> <td>AMICS</td> <td>5</td> <td>26.3%</td> </tr> </tbody> </table>	Forma de contacte	Nombre de respostes	Porcentatge	PÀGINA WEB	16	84.2%	MITJANS DE COMUNICACIÓ SOCIAL	8	42.1%	PREMSA	0	0%	RÀDIO	1	5.3%	AMICS	5	26.3%
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ANNEX 2: Businesses and organizations' survey

GENERAL INFORMATION	
What are the target groups for ?	Open answer
What number of participants was achieved in last year's edition of the event?	Less than 200. Between 200 and 400. Between 400 and 800. More than 800.
COMMUNICATION	
What communications channels were used?	<ul style="list-style-type: none"> - Face-to-face. - Telephone. - Broadcast Media (radio) - Written Methods (letters, mail...) - Unaddressed methods (bulk mail, posters...) - Others...
Was social media used as a method of dissemination?	YES NO
If so, which social networks were used the most and had the best response from the public?	<ul style="list-style-type: none"> - Facebook - Twitter - LinkedIn - Instagram - Snapchat
If used, what content do you share in your social media?	<ul style="list-style-type: none"> - Photos about participants. - Pieces of Advice. - Photos about the route of the event. - Information about sponsors and partners. - Others.
LOGISTICS AND ORGANIZATION	
How many months in advance do you start organizing the event?	<ul style="list-style-type: none"> - Between 1 and 2 months in advance - 4 months in advance - Half a year in advance - 1 year in advance - Other
Was there provided a runner's bag?	YES

	NO
If yes, what was inside it?	Open answer
What was the total budget for the event? (approximately)	Open answer
Which option has been chosen due to the COVID-19 crisis?	<ul style="list-style-type: none">- Cancel the event.- Postpone the event.- Stop the event marketing campaign.- Modify and/or reduce communications about the event.- Other.

ANNEX 3: Covid-19

The Dr. Antoni Trilla, Head of Preventive Medicine at Hospital Clínic; and Joan Guix, Secretary of Public Health of the Generalitat; on an interview directed by Laia Servera on the TV3 program *Preguntes Freqüents*, explained, dismantled and answered the major facts regarding this virus.

According to the interview it is important to differentiate two concepts:

- SARS-CoV-2: The virus, Severe Acute Respiratory Syndrome Coronavirus 2.
- COVID-19: The disease, Coronavirus Infection Disease 2019.

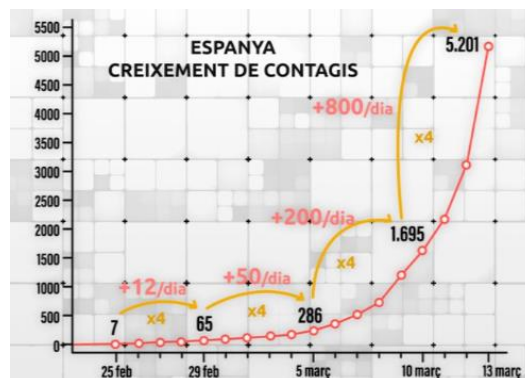
Its name was given after its crown shape and its most common symptoms are fever, cough, and shortness of breath, and might appear 2-14 days after exposure.

The main concerns of the experts in this field are its rapid propagation among society and the possible collapse of the healthcare system.

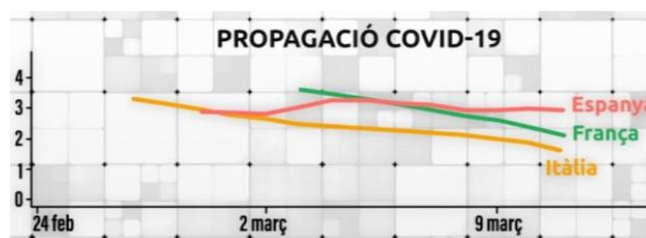
Furthermore, the online newspaper VilaWeb, the newspaper of Hong Kong, South China, the first known coronavirus-infected 2019 was a fifty-five-year-old male from Hubei, on November 17, 2019.

The researcher Oriol Mitjà has stated that the growth of the virus accelerates its spread rate by 4, every 5 days, in Spain. For this reason, it is essential to further restrict public transport, limit work to only basic needs, and confine yourself at home.

In his twitter account, he shared a graph of the evolution of the coronaviruses in Spain in the last days:



Moreover, he criticizes the government's effectiveness in making relevant decisions about COVID-19 because, compared to other countries, the slope of propagation has been maintained stable:



For the reasons mentioned above, the Spanish President Pedro Sánchez has announced the state of alert, emergency, and siege to combat the coronavirus health crisis.

This, with legal effect from March 14th and with a duration of 15 days, limits the movement of population and rations the use of services or the consumption of items. Other measures are the following:

- Only one-third of public transport works.
- It is decreed to close: large commercial areas, gyms, leisure centers, ski resorts, and establishments that are not basic or not intended for food, bars, cafes, restaurants, and other catering establishments, libraries, and museums.
- Hunting shakes are not allowed.
- The vigil of dead people is suspended.
- In the field of social services: the centers and services of the public social network are closed, the activities in the occupational centers are suspended, the face-to-face visits of Technical Services of Meeting Point are suspended.

Furthermore, according to the institution PIMEC, the government has shared the measures that will be implemented to combat its possible effects:

Financing measures:

- Guarantee line of the Ministry of Economic Affairs of 100 billion euros.
- Extension of the ICO lines by 10,000 million euros.
- Measures of insurance coverage of the working capital necessary for the exporting companies.

Measures for the self-employed group:

- The flexibility of access to the cessation of activity so that the self-employed can quickly receive a benefit in the event of economic difficulty.
- Creating a line of endorsements to alleviate the effects of Covid-19.
- Extension of the ICO net debt limit.

Measures in the workplace:

- Salaried workers can adapt or reduce their working hours, up to 100%, to meet the needs of conciliation and care.

- Telecommuting is established as the main measure of flexibility when circumstances permit.
- Temporary workforce adjustments are promoted through the flexibility of ERTE (Temporary Employment Regulation Expenditure), which will be considered as force majeure due to coronavirus crisis and workers will be entitled to contributory benefits and will not count them for post-payment purposes.
- In the case of ERTE, the company will be exonerated of the corporate contribution of Social Security contributions.

The temporary employment regulation file, ERTE, allows the company to suspend, for a limited time, the contracts of all employees or part of them, for "economic, technical, organizational or production reasons or derived from force majeure, "according to article 47 of the Workers' Statute.

ANNEX 4: Sections' conclusions

Business plan:

Haag, A. B. (2013) stated that a business plan is a road map that facilitates the execution of excellence by individuals. Thus, it is essential to have knowledge about the company and the services that are wanted to be launched. The information that it aims is also related to the market, production, and finance. Also, it can be useful to find and convince partners or sources of financing.

For these reasons, it was needed for the development of the event. The steps followed are the collection of information, the planning of the activity, and the drafting of the plan.

A good plan should emphasize the strengths and recognize the weaknesses of the proposed venture. Above all, it should convey a sincerity of purpose and analysis which lends credibility.

Strategy tools:

As mentioned before, the lacking, strong and potential points must be known by a company, and to achieve the best strategy, there are several tools that can be used.

According to S. Stenfors, L. Tanner, and I. Haapalinna (2004) the most used tools are SWOT analysis, spreadsheet applications, and Balanced Scorecard application.

These are also used to achieve goals, to improve communication, and to improve productivity by allocating resources.

However, among the ones mentioned above, SWOT analysis is the most habitual to be used. According to Thompson et al. (2007), it is a simple but powerful tool for sizing up an organization's resource capabilities and deficiencies, its market opportunities, and the external threats to its future.

At the same time, it has some limitations but when combined with other tools its advantages are higher than the disadvantages.

This is composed of an internal analysis where the competitive advantage' sources are found: strengths and weaknesses; and of an external analysis that helps to recognize the future implications: opportunities and threats.

This last one is divided into three environments: the competitor, the industry, and the general, also known as PEST.

Sporting events:

In the last few years, there has been a boom in the popular athletic races and since the 2007 crisis, the Spanish population has been involved and more aware of solidarity activities. This is probably due to the use of better and faster communication tools and strategies such as crowdfunding.

According to Bennett R., Mousley W., Kitchin P., & Ali-Choudhury R. (2007), there is an impressive potential market in charity-related sports events.

1. Steps to follow when organizing a sporting event

According to the authors specialized in this field, there are five phases to develop a sporting event. Moreover, these are the ones that have been followed to organize the march:

0 - Preliminary phase: Where the organizing committee is created and most of the information about the market and external support is gathered. Also, meetings with the parties involved have to be held, and the project dossier and the initial memory must be prepared.

1 - Define & design phase: It consists of the elaboration of the strategic plan, a feasibility study, and the dissemination campaign, with the knowledge collected previously.

2 - Structuring & Programming Phase: During this phase, the structure of the event is designed, and the project is programmed. This is divided into three sub phases:

1. **Organizational chart**: It defines categories and jobs, clarifies hierarchies, defines functions and responsibilities, establishes relationships of authority and dependence, concrete communication channels between the business structure.
2. **Establishment of event areas**: Where all the functions in the execution of the project are collected. The main areas are the economic and financial, the advertising and marketing, the technical, the infrastructure, the administrative, and the logistics area.
3. **Action plan**: where the actions of the operational plan, the task package, the implementation, and execution, are developed. It has four dimensions: tasks, time, money, and resources.

To control these parameters, generally, the GANTT diagram is the most used technique since it indicates the beginning and end of the tasks and it also helps with overlapping.

3 - Event development phase: Where the plan is executed, and the event is started. Therefore, the organization must pay special attention to the tasks related to protocol, public relations, and media.

4 - Post-event phase: It is where the disassembly, thanking, and cleaning tasks must begin. Once this is done, the organization must develop an organization balance sheet, and a financial, sports, and commercial balance.

Finally, the last step is to dissolve the Committees.

2. **Factors conditioning the design and realization of sport events**

According to Ayora, D., García, E. and Juan A., M. (2004) there are two types of factors that have to be taken into account when organizing a sporting event. These are external and internal.

As external, we can find those that cannot be controlled by the entity/company. These are the political, the demographic, the media, the economic, the impact, and the equipment and infrastructure factors. Also, the stakeholders and the support of public and private institutions have a lot of importance.

As for internal factors, there is the cost of opportunity, the time, the resources, the uncertainty, the organizational and experience factor, as well as the organizational capacity.

3. Marketing

According to Santesmas 2009, three dimensions need to be specified:

- Strategic marketing: It seeks to know the current and future needs of customers, locate new market niches, identify potential market segments, guide the company in search of those opportunities and design an action plan that achieves the objectives set.
- Operational marketing: It consists of implementing the strategy designed through strategic marketing and the use of the 4 Ps.
- The philosophical dimension of marketing: It reflects the corporate culture and the way of understanding business.

Marketing plan and campaign:

Corresponding with the information found in the book “El plan de marketing” there are nine steps to follow when a marketing plan is composed:

1. Define the mission and purposes of the enterprise.
2. Prepare the basic data corresponding with the market analysis of the situation of the company.
3. Detect and analyze the problems and opportunities of the company.
4. Set specific goals.
5. Formulate action programs.
6. Develop strategies.
7. Prepare the budget.
8. Project the sales and benefits.
9. Establish control mechanisms.

Furthermore, according to the professor of the Tecnocampus, Anaïs Arderiu (2019), the marketing plan can be divided into three phases: analytical, strategic, and operational; and each, has two stages:

Analytical phase		Strategic phase		Operational phase	
Stage 1	Stage 2	Stage 3	Stage 4	Stage 5	Stage 6
Description and analysis of the current situation	Diagnosis of the situation and target audience	Setting marketing goals	Elaboration of marketing strategies	Actions or action plan	Budget and control

Table 1: Phases of the marketing plan - Anaïs Arderiu (2019)

Moreover, there are different types of campaigns according to product identification, the objective, the communication receiver, the offer, emotional, rational, or mixed denominations.

The two rules governing Advertising Campaigns are:

1. Campaign Unit.
2. Temporary continuity.

The strategies related to an advertising campaign:

1. Rational Advertising
2. Motivational Advertising
3. Subliminal Advertising
4. Comparative Advertising
5. Cooperative Advertising
6. Direct Advertising
7. Indirect Advertising

Moreover, according to Anaïs (2019), within the **action plan**, three actions can be found:

1. Above the line (ATL)
2. Through the line (TTL)
3. Below the line (BTL)

The key component of promotion and one of the visible elements of a comprehensive marketing communication program is **advertising**.

Also, the communication media can be divided as follows:

Julián Guzmán (2003)	Anaïs (2019)
1. Newspapers	1. Press media (journals & newspapers)
2. Journals	2. Radio
3. Radio	3. TV
4. TV	4. Cinema
5. Publicity in transit	5. Exterior media & publicity in transit
6. Exterior media	6. Direct Marketing
7. Direct market	7. Public Relations
8. Internet	8. Advertising on sales sites
9. Alternative media	9. New technologies (Internet,...)

Table 3: Communication media - Own creation

To sum up, according to the general audience of media, the media that has more penetration are television, exteriors, and the internet.

Nevertheless, with a small budget, the best media are public relations, internet, and direct marketing.

Media planning:

It is the combination advertising media to deliver a certain message in a short time to the highest possible target audience, at the lowest cost.

When deciding the election of media, there are six aspects that must be taken into account:

1. Audience attitude
2. Psychological aspects, such as prestige, leisure, and escapism.
3. Relationship between the message and their context in the support.
4. Fitness information/advertising.
5. Audience covered.
6. Contact and continuity.

According to Julián Guzmán (2003), there are three theories when planning media usage:

1. Wave theory: periods of high advertising intensity, followed by others of lower intensity that allow you to draw a wave.
2. Theory of dominant means: during a certain period of the campaign the announcements are channeled through a single media, and then it can be passed to another.
3. Theory of media concentration: one or more media are selected and work in a uniform way and with the same intensity in all and continuously.

Once the type of campaign, strategies, and media are chosen, it is time to carry out the media plan.

Finally, an evaluation, a monitoring plan, and a contingency plan must be developed to encounter as few problems as possible, or at least, to detect them as soon as possible.

Sports marketing:

According to Kotler and Levy (1969), marketing involves the following steps:

1. A market analysis.
2. The development of the plan for products and services, their prices, promotions, and their distribution.
3. The design and staffing of an organization to accomplish the above.
4. The control and a followed evaluation of the costs and the results achieved.

Kotler also stated that marketing allows an organization to achieve its objectives through customer satisfaction and it enhances efficiency within the supplier organization.

For non-profit organizations marketing is important to know the satisfaction of customers. Moreover, D. A. Yorke, (1984) explains the difficulty to access secondary and primary qualitative data. Since primary data is unaffordable and secondary information is not really obtained.

Non-profit entities might have issues choosing the market segments they want to be focused on because there is public pressure to try to reach all the market, instead of just one segment. For this reason, these kinds of organizations seek a wider customer base alternatively to segmentation strategies. Also, the message communicated might not always be designed efficiently to influence all the citizens.

Due to these complications, outcomes cannot always be separated and quantified, thus, the success of the event may be only measured with the satisfaction of the customers.

There are some practices that can make the event visible and gain more participation and funds, and thereby performance:

- The use of platforms such as Runtastic, Bupa SmartRunner, RunKeeper, Endomondo, or Forerunner.
- The attraction "of big names" related to the sport.
- Social marketing' strategies to change behaviors.
- The creation of advertisements where the spectators could observe other participants, especially for "exhibitionists".

- The creation of a website to attract the target group and as a donation platform.

4. **Sports sponsorship and collaboration:**

According to Meenaghan (1983), "Sponsorship can be regarded as the provision of assistance either financial or in-kind to an activity by a commercial organization for the purpose of achieving commercial objectives."

Sponsorship, if done well, is a vital marketing strategy. The main objectives this project aims to provide for the sponsors of the event are to achieve brand awareness and increase brand loyalty, and to stimulate sales.

During the development and execution of the event, there will be one relevant type of sponsorship, the event sponsorship. Alternatively, there are collaborators, who work together with others for a special purpose and benefits.

For this event, partners, collaborators, and sponsors will be needed because of the small budget available.

5. **Human resources management in sports:**

Any organization needs people to perform and be successful. Therefore it is important to find people that have the same goals and ethics as the organization.

Organizational structure

According to Graham, Goldblatt, and Delpi (1995) workforce in sports events should be composed of outsourcing, full-time, volunteer, and seasonal staff. However, in non-profit organizations, the most important group is the volunteers' help the organization or the employed workers to develop their tasks, and they are unpaid.

Regarding this workforce, Doherty (1998) distinguishes five stages:

1. Establishing the organization structure.
2. Selecting the personnel.
3. Inducting the personnel.
4. Managing teams.
5. Retaining the personnel.

Volunteer satisfaction & motivations

Nagel, S. (2019), stated there are five conditions determining the satisfaction of volunteers: Recognition; Support; Leadership; Material incentive; and Volunteers' workload.

Competitive advantage and human resources

According to Barney (1991), one type of resource when looking for a competitive advantage is human capital.

According to Fred Smith, to achieve customer satisfaction, a company must work on personnel satisfaction.

As an example, Boissieu (1995) remarked that Continental Airlines, after providing to its employees with an on-time bonus, the company showed a great performance, bringing the airline on the top of the industry.

Therefore, the company must be well organized and must work in an environment that allows employees to participate, make decisions, and use their cognitive skills. Also, it is important to understand the value of each one of the members of the firm and their roles.

Furthermore, an integrated system has proven to be the key to sustain a competitive advantage.

6. Participation:

The main aim of any kind of event is to have sufficient participation and to obtain a level of satisfaction with these. In order to carry out multiple editions of an event, maintaining or increasing the involvement of participants, an organization must have a clear idea of what they want and need, and how they behave.

Furthermore, the study carried out by Alvarado Herrera, A. & Beltrán Gallego, S. (2008), showed that the emotional satisfaction of the consumer of sports is a direct antecedent of the intention to recommend attendance to events.

Bennett, R., Mousley, W., Kitchin, P., & Ali-Choudhury, R. (2007) identified different motivations to participate in a sporting event:

1. Social interaction related to the “social butterflies”.
2. Exhibitionism, when the aim is to look good in front of acquaintances. Social pressure can encourage a person to take part in a mass sporting activity. (Lindner and Kerr, 2001)
3. Competitive spirit.
4. Experimentation of entertainment and fun.

Moreover, Bennett (2007) identified four motives: personal involvement, to lead a healthy lifestyle, social interaction, and sports involvement.

On the other hand, it may be useful to consider that “social pressures could encourage a person to take part in a mass sporting activity.” Lindner and Kerr (2001).

Despite the previous motives, it is important to keep in mind that all events have unique characteristics and different target groups. For this reason, market analysis and a satisfaction survey are the best ways to ensure further participation.

7. Target group:

According to Tkaczynski, A., & Rundle-Thiele, S. R. (2011) target groups, might be divided into residence, income, age, and expenditure. Also, Kotler (1980) proposed a segmentation to classify customers based on demographics, geography, psycho graphics, and behavior.

However, a study showed that socioeconomic status was not significant when the participants were deciding the extra amount to pay on top of the entrance fee for a charity-related event.

Moreover, Smith (1956) stated that market segmentation enables the distinguish of participants by behaviors, characteristics, and different needs. It, as well, facilitates the maximization of investment return.

Scott and Solomon's (2003) identified three different types of participants in charity road races: "event junkies", "social butterflies", and "event activist". Normally, females are more motivated than males when participating in charity-related activities. For this reason, Kottasz (2004) suggests doing a male-centered marketing campaign. Consequently, the focus group that will be held to know the option of possible future participants will have male majority participation.

8. Sports finance and cost

All projects need financing and the right management of costs to succeed. When a sporting event is being planned, the total cost is not known but can be guessed based on the expenditure of the competitors or good market analysis.

According to Jiménez-Naranjo, H. V., Coca-Pérez, J. L., Gutiérrez-Fernández, M., and Sánchez-Escobedo, M. C. (2016) the overall cost of the event is 70,350.00 €. Eighteen percent of it was paid to non-local suppliers.

Equally, important is to determine the cost of participation to ensure higher participation. Bennett R., Mousley W., Kitchin P., & Ali-Choudhury R. (2007) displayed that, on average, people were willing to pay for an event connected with a charity' cause, apart from the 25 pounds of entry' fee up to 6 extra pounds. Moreover, this was related to the amount of information related to the event shared by the organizers. Also, when shared online, investors were more interested in investing.

Another relevant cost is the human resources costs. In labor-intensive organizations, people-related costs may comprise as much as 80% of operating costs. Fortunately, the workforce of the *UEC of Mataró* comes from volunteers. Also, non-profit organizations do not have high expenses. According to Cravens (1999) and Walker (2000), these only need a telephone line that has a minimum start-up cost of 200 pounds and around 300 pounds a year for the maintenance.

Nevertheless, all the costs can be minimized with the Internet since it is a cost-effective method for business and to foster consciousness. (Illingworth, L., Williams, D., and Burnett, S., 2002). Another way to reduce them is to rely on public funds. (Holdnak, 2003). However, according to Weber, J.A. (2001) the cost related to marketing has increased by 30%, and to avoid high expenses the organization must have a good plan.

Another study showed that the total benefit that digital media provided to the event was 54,084€. Also, the income earned from the participants, the visitors' expenditure, the community cooperation, and the volunteers were the other sources of benefit.

According to Jiménez-Naranjo, H. V., Coca-Pérez, J. L., Gutiérrez-Fernández, M., and Sánchez-Escobedo, M. C. (2016) the most useful method to value this

impact is the cost and benefit analysis since it is a complete and versatile methodology. Therefore, this will be the method used in this project.

Research tools

Surveys

Fricker, R. D, and Schonlau, M. (2002) confirmed that surveys based on the Internet are easily conducted, more effective, cheaper, and easier than those performed through conventional models. Moreover, they defend that this tool is cost-efficient when delivered by mail.

Regarding cost, when the research survey' sample is small, the main or the only cost is the time spent by researchers and the design of the survey after analyzing the data provided by researchers. However, when using professional services, the cost of managing the e-mail survey is \$1,47 per case.

According to Professor Roberto Fernández, D, there are two types of sources of information when performing a survey. These are primary sources, which are designed and implemented by the interviewer; and the secondary sources, which information is obtained by looking at other investigators' work.

Moreover, the information can be gathered in a direct way, by phone, email, etc., or indirectly through observation.

It is important to have a clear idea about the aim of the investigation and the necessities of information, the target population, the sampling method, how to motivate participation, and to think about the processing stages and data analysis. (Roberto Fernández, D).

Furthermore, he states the steps to design a survey:

1. Review preliminary considerations.
2. Decide the content of the Questions.
3. Decide the format of the Answers.
4. Dedicate the writing of the Questions.
5. Decide the sequence of the Questions.
6. Decide on the Physical characteristics.
7. Pretest and review with a test sample of 15 to 30 persons, and preparation of the final draft.

Focus groups

Unlike surveys, a focus group is a qualitative technique to gather data that empowers customers. This information is collected through the interaction of a group regarding the topic that is being researched. It is composed of multiple participants engaged in a discussion, which are being controlled by a mediator.

According to Greenbaum (1988), the discussion must be between 6 and 10 participants. On the other hand, Morgan (1993c) argues the adequate use of smaller groups for emotional topics and larger groups for neutral topics.

Regarding its structure, Krueger (1993) states these can be conducted through structured questions, and interviewing styles based on the purpose of the research.

Morgan (1993c) also describes the use of a “funnel” pattern with a fixed set of core questions, which ends with more specific issues.

In accordance with Morgan, D. L. (1996), some studies revealed that to have complete information, the combination of research methods is needed. The most commonly used with focus is individual interviews or surveys.

Furthermore, the interaction between participants creates a group effect or synergy which increases the willingness of other participants to answer freely or to keep quiet.

One level or the other depends on the number of questions. Normally, a session of this method takes an average of 90 minutes, if the moderator asks a lot of questions it will mean he/she is heavily involved.

ANNEX 5: Organizer features

As it can be found on the web site of the UEC Mataró it can be stated that the entity was created in November 1935 as a result of the merged of the entities *Grup Excursionista Mataroní*, *Club d'Esquí Mataró*, *Centre Excursionista Laietana* i *Secció Excursionista de la Societat Iris*.

According to the president of the UEC, Daniel Tavares Cordero, it is one of the nine entities spread throughout Catalonia that belong to the *Unió Excursionista de Catalunya*. It is a self-managed, secular, and apolitical entity with the aim to bring mountain sports closer to the city. It consists of different divisions: mountain, BTT, children's section, among others.

Moreover, it is also the objective of the subsidiary entity to carry out cultural and leisure activities such as collective trips, studies, competitions, and courses in the scientific, literary, artistic, photographic, cinematographic, historical, and educational aspects.

For 25 years, the UEC has organized a popular march named "La Marxa de Sant Jordi", and throughout the years the starting and arrival point and functionality had been modified. This can be performed walking, cycling, or running. Concurrently, other trail running, BTT, and popular races have been planned. However, since the market is overloaded with a lot of races, the entity decided to just perform Saint George's race.

This, when competing in official competitions, is constituted in the general regime fulfilling the following characteristics.

- Minimum constitution: 3 Founders.
- Board of Directors: Minimum 3 people.
- General regime statues.
- Objective: Compete in official competitions.

ANNEX 6: Methodology

The first phase of the project was to meet up with the sports entity UEC (*Unió Excursionista de Catalunya*) in Mataró in order to see what were the lacking points of previous editions and to start planning all the actions that needed to be done.

Later, after having discussed all the matters with the entity, it was time to define the target and the objectives that wanted to be achieved. Once this phase was clear, the next step was to search and gather as much information as possible regarding the market and the cost of the organization of an event. For this reason, there was sent two surveys and a focus group were performed.

The surveys were sent to last year's participants and to companies and entities that had performed similar events. On the other hand, the aim of the focus group was to know the preferences of people inside the target groups that did not participate in this event.

Meanwhile, with the experience in the field and advice of the UEC and the other interviewed entities, the costs expected, human resources and operation plan first drafts were calculated. During the process, there were meetings with the board of organizers of the UEC.

Next, the legal and normative aspects of the project had to be detailed. To obtain the information needed, it was necessary to contact the sports department of the city hall of Mataró and the rangers. There, all the permits needed to develop the march were ready to be filled.

Sixth, it was time to find sponsors and collaborations that could help with the development of the event. This was a crucial moment to see if the project could be viable or if something had to be changed. Most of the contacts were taken from previous editions but new had to be searched in case that the funds were not sufficient.

After knowing what aids and main costs, another draft of the economic and financial statement was calculated.

Once the project was developed, and it had the approval of the stakeholders, the actions of the marketing campaign had to be carried out to make the event visible for as many people as possible. Apart from that, the organization had to find volunteers and train them for the day of the march.

The ninth step was the realization of the march. And finally, the last step of the project was to analyze the outcome of the process and find the possible improvements. Moreover, a survey to the participants, collaborators, sponsors, and volunteers was conducted to know the degree of satisfaction and changes for other editions.

ANNEX 7: Marketing campaign

 <p>LAIA FELIU MAIMONÉ</p>	<h3>TABLE OF CONTENTS</h3> <table border="0"> <tr> <td>COMPANY</td> <td>03</td> </tr> <tr> <td>SECOTR</td> <td>03</td> </tr> <tr> <td>DESCRIPTION OF THE EVENT</td> <td>04</td> </tr> <tr> <td>HOW AND WHEN IS WILL BE CARRIED OUT</td> <td>05</td> </tr> <tr> <td>OBJECTIVES OF THE CAMPAIGN</td> <td>06</td> </tr> </table> <table border="0"> <tr> <td>07</td> <td>TARGET</td> </tr> <tr> <td>08</td> <td>COMPETITORS ANALYSIS</td> </tr> <tr> <td>09-10</td> <td>BACKGROUND</td> </tr> <tr> <td>11</td> <td>PROPOSAL</td> </tr> <tr> <td>12</td> <td>TIMING</td> </tr> <tr> <td>13</td> <td>KPI's</td> </tr> </table>	COMPANY	03	SECOTR	03	DESCRIPTION OF THE EVENT	04	HOW AND WHEN IS WILL BE CARRIED OUT	05	OBJECTIVES OF THE CAMPAIGN	06	07	TARGET	08	COMPETITORS ANALYSIS	09-10	BACKGROUND	11	PROPOSAL	12	TIMING	13	KPI's
COMPANY	03																						
SECOTR	03																						
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07	TARGET																						
08	COMPETITORS ANALYSIS																						
09-10	BACKGROUND																						
11	PROPOSAL																						
12	TIMING																						
13	KPI's																						
 <p>MATARÓ</p> <p>The UEC of Mataró was created in November 1935, and it is one of the nine entities spread throughout Catalonia that belong to the Unió Excursionista de Catalunya.</p> <p>SECTOR: Sport event organization</p>	<p>It is a self-managed, secular and apolitical entity with the aim to bring mountain sports closer to the city. It consists of different divisions:</p> <ul style="list-style-type: none"> Mountain BTT Children's section Trail running 																						
<p>HOW AND WHEN</p> <p>The campaign will last the whole month of March and April > 8 weeks</p> <p>It is going to be centered in the march of <i>Sant Jordi</i> and <i>Caritas</i>.</p> <p>Mainly it will be launched using:</p> 	<h3>OBJECTIVES</h3> <p>The main objective of this project is to improve the mistakes done in previous editions.</p> <ul style="list-style-type: none"> Increase INSCRIPTIONS by 50 participants. Creation of INSTAGRAM and FACEBOOK profile for the march. <ul style="list-style-type: none"> Reach 100 FOLLOWER Reach rate of 10% Reach 100 FOLLOWERS Achieve 15 likes per photo 																						

TARGET

SPORTS ENTHUSIASTS

Who like to participate in outdoor activities and that are always up to a challenge



SYMPATHIZERS

Of the social cause and people that prioritize



BRANDS

Interested in advertising their products or improve their brand image.



COMPETITORS

COMPANY NAME	SPECIALIZATION	SCOPE OF ACTION
	Endurance sports such as triathlons, trails, and cycling races	Catalan territory
	Trail and bike events.	Catalan territory
	Ironman and triathlons	Worldwide
	Creation of sports events.	Spain
	Running circuits, cross, triathlon and swimming crossings.	Area of the Maresme and Barcelona
	Outdoor races: Trail running, ultra-trail running and BTT.	Local, national and international
	Association for the Incursion of People with Autistic Spectrum Disorder. Solidarity race of 5km and 10km	Barcelona

BACKGROUND



POSTERS



T-SHIRTS



BOOKMARKS



BANNERS



LOTTERY TICKET

BACKGROUND









WEB ADVERTISEMENT

PROPOSAL

NEWSPAPER & MAGAZINE' ARTICLES



INSTAGRAM



FACEBOOK



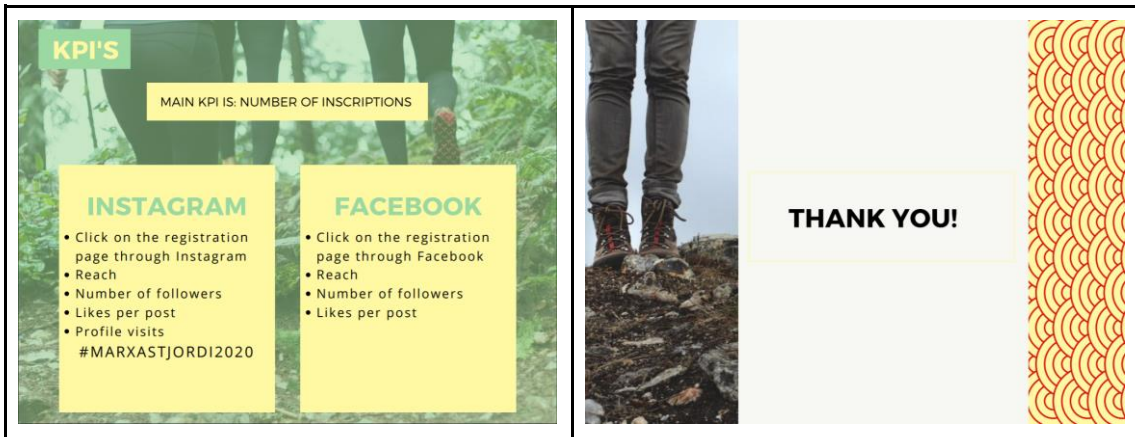
INFLUENCERS

Like Eduard Jornet



TIMELINE

WEEK 1	WEEK 2	WEEK 3	WEEK 4
Tuesday 10 Friday 13 Sunday 15	Tuesday 17 Friday 19 Sunday 22	Tuesday 24 Friday 27 Sunday 29	Tuesday 30 Friday 3 Sunday 5
WEEK 5	WEEK 6	WEEK 7	WEEK 8
Tuesday 7 Friday 10 Sunday 12	Tuesday 14 Friday 16 Sunday 19	Tuesday 21 Friday 23 Sunday 26	Monday 27 Photos' release date




Annex 7.1: Timeline

WEEK 1

Instagram & Facebook



DAY	PHOTO	COPY
10		<p><u>Image of the logo encouraging people to participate (Canva)</u></p> <p>Text= Benvinguts/des a la 25a edició de la Marxa de Sant Jordi (dibuix rosa i drac) Segueix-nos i descobreix Maresme amb la UEC Etiqueta als teus amics o coneguts perquè s'assabentini!</p> <p>Hashtags= #MarxaSantJordi2020#SantJordi#UEC#cultura#maresme#roses#25èaniversar</p> <p>Tag relevant people!!</p>
13		<p><u>Post about the recognition of the track (drive)</u></p> <p>Ara sí que sí, la Marxa de Sant Jordi 2020 comença a agafar forma. Nosaltres ja hem pogut fer un tastet del recorregut i tu no te'l pots perdre! Reserva't el 26 d'Abril!!!</p> <p>Hashtags= #MarxaSantJordi2020#sunriseaddicted#SantJordi#UEC#caminante#maresme#nonaturenofuture#Muntanya</p> <p>Tag relevant people!!</p>
15	 <p>A causa de la greu situació que estem vivint s'ha decidit deixar en suspens la data de la marxa de Sant Jordi.</p> <p>Es confirmrà, més endavant, si es posposa o no.</p> <p>Nosaltres continuem treballant per fer-ho possible.</p>	<p><u>COVID-19</u></p> <p>Text= A causa de la greu situació que estem vivint s'ha decidit deixar en suspens la Marxa de Sant Jordi. Us mantindrem informats!</p> <p>Hashtags= #MarxaSantJordi2020#santjordi#uec#mareseme#mataró#caminata#muntanya#joemquedoacasa</p>

Instastories:

1.  With second post (partially showing the image)

WEEK 2 & 3

Instagram & Facebook

DAY	PHOTO	COPY
18		<p><u>Collaborations</u></p> <p>Text= Un any més comptarem amb el suport de l'Ajuntament de Mataró, Càritas i la FEEC. Gràcies per fer-ho possible.</p> <p>Hashtags= #Ajuntament de Mataró#FEEC#Càritas#MarxaSantJordi2020#caminante#naturamuntanya#treballodedecasa</p> <p style="text-align: center;">Tag relevant people!!</p>
25		<p><u>Picture of last year's participants with the logo of the march</u></p> <p>Text= Coneix nous racons del maresme, participa a la marxa de Sant Jordi 2020 amb els teus coneguts.</p> <p>Hashtags= #MarxaSantJordi2020#SantJordi#UEC#voluntari#maresme#AjuntamentdeMataró#FEEC#Càritas#Mataró#treballodedecasa</p> <p style="text-align: center;">Tag relevant people!!</p>

Instastories:

1. Papers on the table, during a meeting → Boomerang or photo → Text= "Ultimat details de la marxa de Sant Jordi 2020" #treballodedecasa
2. Poll asking → Teniu ganes de sortir de casa i venir a participar a la Marxa de Sant Jordi?

Annex 7.2: Article



Com cada any, aquest 26 d'abril us presentem la 25en edició de la Marxa de Sant Jordi celebrada a Mataró.

Aquesta, és organitzada per la UEC de Mataró i te com a objectius la promoció de l'esport, els hàbits saludables, la solidaritat, la sostenibilitat i el respecte pel medi natural.

Consta de dos recorreguts, un de més curt, 12 km, apte per a passejar, caminar o anar amb nens, i un altre de més llarg, 23km, el qual té més desnivell. Tots dos es poden realitzar a ritme lliure, es poden fer caminant o corrent i es permet la participació individual o compartida amb els amics o la família.

Els recorreguts són circulars, l'arribada i la sortida parteixen del Camp Municipal de Cros de Mataró i transcorren entre els termes municipals de Mataró, Llanereres i Dosrius.

En aquest esdeveniment hi podrà participar tothom que hi estigui inscrit. Els participants poden gaudir dels paisatges del maresme i d'un ambient molt festiu durant tot el dia. A l'acabar, es podrà gaudir d'una botifarrada.

No hi pots faltar, t'hi esperem!!



Per més informació, consulteu la nostra pàgina d'Instagram ([marxadesantjordi.uec](https://www.instagram.com/marxadesantjordi.uec)), el nostre Facebook (Marxa de Sant Jordi), o visita'ns al nostre centre al Carrer Nou, 29, 08301 - Mataró, Barcelona de dilluns a divendres de 19:00 a 21:00.



Annex 7.3: Project Dossier



MARXA DE SANT JORDI APRIL 26 D'ABRIL 2020 XXV EDITION



UNIÓ EXCURSIONISTA DE CATALUNYA DE MATARÓ
Contact:
 Daniel Tavares Cordero 629.479.787
 Xavier Barberá Milán - 605.030.739
 Núria Benaiges Abril - 615.17.86.33
 Laia Feliu Maimoné - 644.30.78.48
 Carrer Nou nº 29 MATARÓ 08301
 Tel Fax: 93-7961430
SCHEDULE: FROM MONDAY TO FRIDAY (19.00h TO 21.00h)
 Email: secretaria.uec.mataro@gmail.com
 No. Register of Sports Entities- 4121
 Registration date 20-12-1984
 NIF: G-58-198803
Memory SAINT GEORGE'S MARCH 2020



Table of contents

1. Saint George's March 2020
 - 1.1. Description
 - 1.2. Organization
 - 1.3. Diffusion
 - 1.4. Our collaborators



1. Saint George's March

1.1 DESCRIPTION

The popular march of *Sant Jordi* is a walking or running event that takes place every year around the day of St. George.

The aim is to promote sport and to *introduce new natural spots of the environment of our city* to persons whose common denominator is the love for sports and the mountains.

A few years ago, the march of *St. Jordi*, added a social objective and for this reason, a collaboration with *Caritas* has been formalized. Also, an environmental objective, which is the reduction of waste, has been added. For this reason, the disposable products and the ones with packaging, as plastic cups and plates, have been removed.

From the beginning, the march of *St. Jordi* is a dynamic project, which has been adapting to the present times.

The original idea of a popular march has been accompanied by mountain biking, half-marathons or trail races.

Also, the itineraries and the places of departure and arrival, have always been changing. However, it always seeks to achieve the goals of quality and proximity to the city.

We want it to be an event for a wide audience, therefore, it is composed of 2 different itineraries:

- One of 12 km, suitable for walking and going with children.
- Another longer of 20 km, with more slope.

PARTICIPANTS:

An average of 300 participants.



1.2 ORGANIZATION

The march of *St. Jordi* is organized by the *Unió Excursionista de Mataró (UEC Mataró)*. During the successive editions, there have involved various sections of the entity: Mountain, BMX Bicycling, SIM, Photocine Mataró and Trail Running.

Around forty people collaborate in the event, excluding the members of the *Creu Roja* and *Carites*, being distributed at different points of the routes to control the tracking of the itineraries and to ensure the physical integrity of the participants. Thus, the organizers are divided between the start and the finish line, the refreshments (3 or 4) and different checkpoints at crossroads.



In both circuits there are checkpoints, staff from the *Creu Roja* and one or more refreshments where food and water are distributed.

The support of the Sports Department of the City Council of Mataró and the Network of Natural Parks of the *Diputació de Barcelona* and the Federation of Catalan Hiking Organizations (FEC) have been obtained in all the editions. For the proper development of the march, the following documentation has been processed:

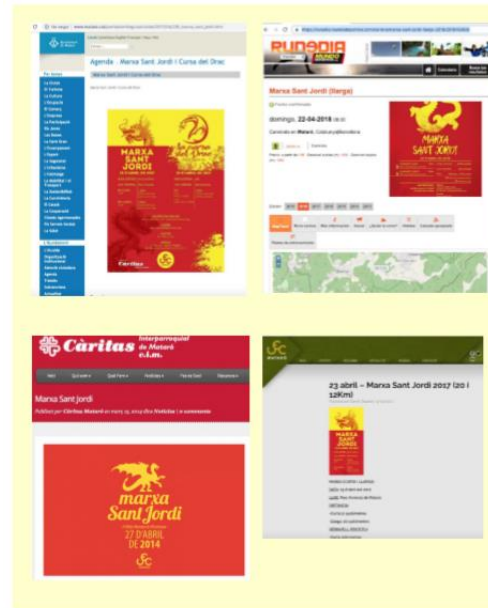
1. Permit of occupation of public space in the city of Mataró through the Office of Sports.
2. Permission of the *Diputació de Barcelona* to allow the routes of the march to pass inside the *Montnegre-Corredor* Natural Park. Through the department of Sports.
3. Permission of the *Direcció General del Medi Natural* of the department of *Medi Ambient i Habitatge* of the *Generalitat de Catalunya*, to be able to make embers and bake the sausages for the barbecue of the arrival.
4. Contract with the City Hall of Mataró to have an ambulance and two lifeguards, from 8am to 2pm, and send a copy to the IE.
5. Submit a copy of the liability insurance of the UEC of Mataró to the Sports Directorate, together with a copy of the routes of the march.
6. Security memory.
7. Food handling permit cards.



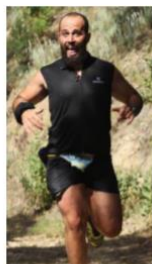
1.3 DIFFUSION

<p>Bookmarks Each year, two thousand bookmarks are published. These are distributed to different popular races, of orientation, mountain biking, etc., and hiking centers. The rest are distributed in the shops of Mataró and its surroundings, city Council and civic centers of Mataró and its surroundings. Some are sent to participants of other editions who have requested it.</p>	
<p>Posters Each year, 75 copies are sent to civic centers, other hiking centers, and in the shops of Mataró and its surroundings.</p>	
<p>Banners Each year, two banners are hung: - At the St. Joseph Street. - At the park in Plaça Espanya.</p>	
<p>T-shirts These are given to the participants at the end of the march.</p>	
<p>Lottery tickets La Grossa de St. Jordi is a raffle which takes place on April 26, 2020. Novelty, an extraordinary draw with a prize of € 2,000,000 per report of € 5.</p>	

Websites advertisements



TV, radio and press



1.4 OUR COLLABORATORS:

<p>Ajuntament de Mataró. Sports Department</p> 	<p>Fruita i Verdures Floriach</p> 
<p>Caritas</p> 	<p>UEC</p> 
<p>Comercial De Hosteleria Anma</p> 	<p>Can Kiku</p> 
<p>Delícies sense gluten</p> 	<p>Fiors Noé Germans S.L.</p> 
<p>Viñals Soler, S.L.</p> 	<p>Battle Fotografia</p> 

PROPOSAL OF RATE FOR COLLABORATION:

PRODUCT	TYPE	DESCRIPTION	PRICE
Card of the runner 300-400 + UEC website and poster	Exclusive	Logo behind the card	200 EUR
	Shared with 4 advertisers, just the name	Card voucher. If the participant presents it in one of the collaborating establishments, it will receive a discount	50 EUR
Participant's bag 500 + UEC website and poster	Shared 10 advertisers for 200 EUR	Clothes bag with long handle printed on one side with the march and the other with logos. They are distributed to volunteers and participants	200 EUR
	Shared 20 advertisers for 100 EUR		100 EUR
Bookmark 2000 + UEC website and poster	SHARED with the City Council, Caritas and FECC	Color bookmark with cardboard	250 EUR
Ads in the press + UEC website and poster	EXCLUSIVE Price per week	Announcement of the march with the phrase collaborates with the March Sant Jordi	Cap Gros 160 EUR
Lottery tickets	Shared	Announcement on the ticket	50 EUR
Delivery of products or gifts in the participant's bag	Shared	Promotional products provided	0 EUR



ANNEX 8: Operations' plan

Annex 8.1: Tasks and schedule

Tasks-schedule		Itinerary	Itinerary proposal and track	1st WALKING RECOGNITION	Mark	Security memory	Fire Permits	Other Permits	Tables, chairs, stans	Food handlers title	Insurance	Search/confirm sponsors	Collection + recep sponsors	Order design	Publicity / mkg campaign	Expense control
NAME	PONE NUMBER	Disposibility	January	February	March	25/04/2020	City/Town hall of Mataró, Dosrius, Llaveneres març	Generalitat març	Natural Park març	garbage and portable WC març	23-24 abril	January-March	Max April	February	Runedia, web, February-March	Treasurer March
Dani Tavares	820479787	yes			x (Tuesday 3/3/2020)	x				x	x	x	x		x	
Núria Benages	815178633	yes								x		x	x			
Javier barbara	805030730	yes					x	x	x		x					x
Laila Feliu	844307848	yes			x (Tuesday 3/3/2020)	x						x	x		x	
Andreu Sierra	876109517	yes (1st cath.)	x	x (14/02/2020)	x (Tuesday 3/3/2020)		x									

NAME	PONE NUMBER	Disposibility	Inscriptions ITERS	Order t-shirts	Order bags	Order sausage and other foods	Order bread	Order flowers	Order fruit	Order beverages	Other gifts	Collect gifts	Collect food
			13/03/2020	01/04/2020	01/04/2020	29/03/2020	28/03/2020	Noé	Floriach	Aima	01/04/2020	18-19 April	18-19 April
Dani Tavares	820479787	yes	x			x	x		x		x	x	x
Núria Benages	815178633	yes		x						x	x	x	x
Javier barbara	805030730	yes		x	x			x	x		x	x	x
Laila Feliu	844307848	yes								x	x	x	x
Andreu Sierra	876109517	yes (1st cath.)											

NAME	PONE NUMBER	Disposibility	Notify volunteers	1st meeting	Photographers	Sagging and distribute refreshments	Prepare maps, march signs and inscription sheets	Mark	Assembly	Go to the control and refreshment points	Control card and inscriptions	Start line	Sweeper car	Lunch	Tidy up and leave to UEC	
			Email or phone	Volunteers												
			27/03/2020	06/04/2020	06/04/2020	24/04/2020	28/04/2020	28/04/2020	6:30 AM		7:00	7:30-8:30	8:30	9:00	14-16:30	17:00
Dani Tavares	820479787	yes	x	x		x	x	x			x	x				x
Núria Benages	815178633	yes	x	x	x	x	x	x			x	x				x
Javier barbara	805030730	yes						x	x	x	x	x				x
Laila Feliu	844307848	yes		x		x	x	x	x	x	x	x				x
Andreu Sierra	876109517	yes (1st cath.)														

Annex 8.2: Inscription Form (Draft)



MARXA DE SANT JORDI

Aquest any celebrem la 25a Marxa de Sant Jordi i volem que vinguis a gaudir-la amb nosaltres.
Com en altres edicions, part del beneficis aniran destinats a Càritas.
Durant la jornada volem que gaudeixis de la muntanya i a l'acabar, gaudeixis d'una botifarra amb pa!!



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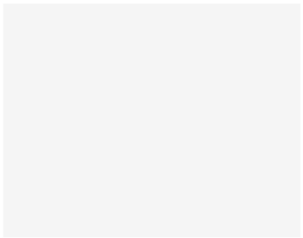

Untitled Section

Escull una opció *

Marxa curta (12km)

Marxa llarga (23km) -

Ets soci de la UEC? *



SI - 10€ No -13€

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Dades d'inscripció

Nom *

Your answer _____

Cognoms *

Your answer _____

Població *

Your answer _____

Document d'identitat *

Your answer _____

Sexe *

Femení

Masculí

Data de naixement *

Date


dd/mm/aaaa _____

Email *

Your answer _____

Número de telèfon *

Your answer _____

[Back](#) [Next](#)  Page 3 of 4

Untitled Section

Ets vegà o vegetarià? *

Vegà

Vegetarià

No

Ets celiac? *

Si

No

Talla de samarreta *

XS


S

M

L

XL

XXL

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ANNEX 9: Possible economic scenarios

1. Pessimistic scenario:

INCOME AND EXPENSES ST. JORDI MARCH 2020 (DRAFT)		
Concept	Income	Expenses
COLLABORATIONS	1.050,00	
COLLABORATION BATLLE SCP (BAG)	100,00	
COLLABORATION OF PEIXATERIA BARBENA (BAG)	100,00	
COLLABORATION ROMAN PIZZA (BOOKMARK)	150,00	
COLLABORATION MONTSE CABRÉ, OSTEOPATA (BAG)	100,00	
COLLABORATION EL BARBER	50,00	
COLLABORATION VIX (BAG)	100,00	
COLLABORATION ECHO HOSTELERIA (BAG)	100,00	
COLLABORATION VERITAS (BAG)	100,00	
COLLABORATION VINYALS GOURMET (BAG)	100,00	
COLLABORATION OPTICA CATALUNYA (BAG)	100,00	
COLLABORATION PARTICIPANTS' CARD	50,00	
INSCRIPTIONS	2.430,00	
PRESENIAL INSCRIPTIONS MSJ	825,00	
NO MEMBER (53)	742,00	
MEMBER (10)	80,00	
UNDERAGE MEMBER (0)	0,00	
UNDERAGE NO MEMBER (1)	7,00	
INSCRIPTIONS MSJ SUNDAY AND SALE OF T-SHIRTS AND BOOKS (5 INSCRIP. 90 EUR. + 50 EUR. SALES)	50,00	
INSCRIPTIONS	0,00	
SALES	50,00	
179 INSCRIPTIONS THROUGH ITER5 (159 NO MEMBERS, 11 MEMBERS, 9 UNDERAGE NO MEMBERS)	1.551,00	
NO MEMBER (100)	1400	
MEMBER (11)	88	
UNDERAGE MEMBER (0)	0	
UNDERAGE NO MEMBER (9)	63	
SUPPLIES		766,27
FOOD, LIDL (9 FRIDE POTATO BAGS, COLD MEAT...)		54,72
BEVERAGES, KITCHEN UTENSILS, ANMA		186,15
300 SAUSAGES		150,00
ICE		49,00
BREAD (CAN KIKU)		96,40
FRUITS AND VEGETABLES		150,00
OLI/ NUTS		60
BREAD WITHOUT GLUTEN (DELICIES SENSE GLUTEN SL)		20,00
PROMOTION		357,58
2.000 BOOKMARKS, GR IMPRESSORS		129,85
100 POSTERS, GR IMPRESSORS		89,23
1 BIG POSTER, LA FEINA		17,50
LOGO'S DESIGN, ARNAU COMUNICACION		121,00
OTHER EXPENSES		646,50
CAR EXPENSES FOR THE COLLECTION OF MAGAZINES		26,00
COAL		36,00
MARCH' INSURANCE, CATALANA OCCIDENTE		239,50
COMMISSION INSCRIPTIONS PLATFORM ITER5		145,00
COLLABORATION WITH CARITAS		200,00
MATERIALS FOR THE DAY OF THE EVENT		1.355,53
400 CONTROL' CARDS (8,5 X 8) two-faced, colored		50,88
CLAMPS AND TAPES, MARCH'S SIGNPOSTING, NOVA PINMAT		19,85
350 BAGS, ECO		900,00
105 T-SHIRTS FOR THE COLLABORATORS (IN CASH, WITHOUT VAT) MANEL SOLANO DECO TROFEU		385,00
TOTAL	3.480,00	3.125,88
BENEFIT/LOSS		354,12

2. Optimistic scenario:


INCOME AND EXPENSES ST. JORDI MARCH 2020 (DRAFT)		
Concept	Income	Expenses
COLLABORATIONS	1.150,00	
COLLABORATION BATLLE SCP (BAG)	100,00	
COLLABORATION OF PEIXATERIA BARBENA (BAG)	100,00	
COLLABORATION ROMAN PIZZA (BOOKMARK)	150,00	
COLLABORATION MONTSE CABRE, OSTEOPATA (BAG)	100,00	
COLLABORATION EL BARBER	50,00	
COLLABORATION VIX (BAG)	100,00	
COLLABORATION ECHO HOSTELERIA (BAG)	100,00	
COLLABORATION VERITAS (BAG)	100,00	
COLLABORATION VINYALS GOURMET (BAG)	100,00	
COLLABORATION OPTICA CATALUNYA (BAG)	100,00	
NEW COLLABORATION	100,00	
COLLABORATION PARTICIPANTS' CARD	50,00	
INSCRIPTIONS	3.992,00	
PRESENTIAL INSCRIPTIONS MSJ	901,00	
NO MEMBER (53)	742,00	
MEMBER (19)	152,00	
UNDERAGE MEMBER (0)	0,00	
UNDERAGE NO MEMBER (1)	7,00	
INSCRIPTIONS MSJ SUNDAY AND SALE OF T-SHIRTS AND BOOKS (5 INSCRIP. 90 EUR. + 50 EUR. SALES)	140,00	
INSCRIPTIONS (5X18€)	90,00	
SALES	50,00	
179 INSCRIPTIONS THROUGH ITER5 (159 NO MEMBERS, 11 MEMBERS, 9 UNDERAGE NO MEMBERS)	2.951,00	
NO MEMBER (200)	2800	
MEMBER (11)	88	
UNDERAGE MEMBER (0)	0	
UNDERAGE NO MEMBER (9)	83	
SUPPLIES		980,72
FOOD, LIDL (9 FRIDE POTATO BAGS, COLD MEAT...)		54,72
BEVERAGES, KITCHEN UTENSILS, ANMA		268,00
350 SAUSAGES		175,00
ICE		49,00
BREAD (CAN KIKU)		138,00
FRUITS AND VEGETABLES		216,00
OLI/ NUTS		60
BREAD WITHOUT GLUTEN (DELICIES SENSE GLUTEN SL)		20,00
PROMOTION		357,58
2.000 BOOKMARKS, GR IMPRESSORS		129,85
100 POSTERS, GR IMPRESSORS		89,23
1 BIG POSTER, LA FEINA		17,50
LOGO'S DESIGN, ARNAU COMUNICACION		121,00
OTHER EXPENSES		752,00
CAR EXPENSES FOR THE COLLECTION OF MAGAZINES		26,00
COAL		36,00
MARCH' INSURANCE, CATALANA OCCIDENTE		345,00
COMMISSION INSCRIPTIONS PLATFORM ITER5		145,00
COLLABORATION WITH CARITAS		200,00
MATERIALS FOR THE DAY OF THE EVENT		1.355,53
400 CONTROL' CARDS (8,5 X 6) two-faced, colored		50,88
CLAMPS AND TAPES, MARCH'S SIGNAPOSTING, NOVA PINMAT		19,85
350 BAGS, ECO		900,00
105 T-SHIRTS FOR THE COLLABORATORS (IN CASH, WITHOUT VAT) MANEL SOLANO D'ECO TROFEU		385,00
TOTAL	5.142,00	3.445,83
BENEFIT/LOSS		1.696,17

3. Non-viability project scenario:

INCOME AND EXPENSES ST. JORDI MARCH 2020 (DRAFT)		
Concept	Income	Expenses
COLLABORATIONS	950,00	
COLLABORATION BATLLE SCP (BAG)	0,00	
COLLABORATION OF PEIXATERIA BARBENA (BAG)	100,00	
COLLABORATION ROMAN PIZZA (BOOKMARK)	150,00	
COLLABORATION MONTSE CABRÉ, OSTEOPATA (BAG)	100,00	
COLLABORATION EL BARBER	50,00	
COLLABORATION VIX (BAG)	100,00	
COLLABORATION ECHO HOSTELERIA (BAG)	100,00	
COLLABORATION VERITAS (BAG)	100,00	
COLLABORATION VINYALS GOURMET (BAG)	100,00	
COLLABORATION OPTICA CATALUNYA (BAG)	100,00	
COLLABORATION PARTICIPANTS' CARD	50,00	
INSCRIPTIONS	2.038,00	
PRESENIAL INSCRIPTIONS MSJ	407,00	
NO MEMBER (40)	320,00	
MEMBER (10)	80,00	
UNDERAGE MEMBER (0)	0,00	
UNDERAGE NO MEMBER (1)	7,00	
INSCRIPTIONS MSJ SUNDAY AND SALE OF T-SHIRTS AND BOOKS (5 INSCRIP. 90 EUR. + 50 EUR. SALES)	140,00	
INSCRIPTIONS (5X18€)	90,00	
SALES	50,00	
179 INSCRIPTIONS THROUGH ITER5 (159 NO MEMBERS, 11 MEMBERS, 9 UNDERAGE NO MEMBERS)	1.551,00	
NO MEMBER (100)	1400	
MEMBER (11)	88	
UNDERAGE MEMBER (0)	0	
UNDERAGE NO MEMBER (9)	63	
SUPPLIES		766,27
FOOD, LIDL (9 FRIDE POTATO BAGS, COLD MEAT...)		54,72
BEVERAGES, KITCHEN UTENSILS, ANMA		186,15
300 SAUSAGES		150,00
ICE		49,00
BREAD (CAN KIKU)		96,40
FRUITS AND VEGETABLES		150,00
OLI/ NUTS		60
BREAD WITHOUT GLUTEN (DELICIES SENSE GLUTEN SL)		20,00
PROMOTION		357,58
2.000 BOOKMARKS, GR IMPRESSORS		129,85
100 POSTERS, GR IMPRESSORS		89,23
1 BIG POSTER, LA FEINA		17,50
LOGO'S DESIGN, ARNAU COMUNICACION		121,00
OTHER EXPENSES		646,50
CAR EXPENSES FOR THE COLLECTION OF MAGAZINES		26,00
COAL		36,00
MARCH' INSURANCE, CATALANA OCCIDENTE		239,50
COMMISSION INSCRIPTIONS PLATFORM ITER5		145,00
COLLABORATION WITH CARITAS		200,00
MATERIALS FOR THE DAY OF THE EVENT		1.355,53
400 CONTROL' CARDS (8,5 X 8) two-faced, colored		50,68
CLAMPS AND TAPES, MARCH'S SIGNAPOSTING, NOVA PINMAT		19,85
350 BAGS, ECO		900,00
105 T-SHIRTS FOR THE COLLABORATORS (IN CASH, WITHOUT VAT) MANEL SOLANO D'ECO TROFEU		385,00
TOTAL	3.048,00	3.125,88
BENEFIT/LOSS		-77,88

ANNEX 10: Legal and normative aspects

Annex 10.1: Security memory:



Ajuntament de Mataró

Núm _____

Data sol·licitud _____ Data autorització _____

SOL·LICITUD D'ÚS
PER A ACTIVITATS PUNTUALS O ESPECÍFIQUES

L'entitat UNIO EXCURSIONISTA DE CATALUNYA DE MATARÓ NIF G-58199803

Responsable DAVIEL TAVARES CORDERO DNI [REDACTED]

Adreça C/ Nou, 29, MATARÓ TEL. 93 796 14 30

SOL·LICITA: que aquesta Direcció d'Esports tingui a bé autoritzar la utilització de la instal·lació més avall anotada a fi de dur a terme la següent activitat.

PARTIT / ENTRENAMENT Oficial, fora dia Torneig Amistós Altres MARXA ST. JORDI

EQUIPS: Local _____ Visitant _____

Masculí Femení

DETALLS del tipus d'activitats:
2 CAMINADES A PEU O CORREPT DE 24 KMS. I 12 KMS. AMB PUNT DE SORTIDA I ARRIBADA AL CAMP MUNICIPAL DE CROS.

INSTAL·LACIÓ CAMP MUNICIPAL DE CROS, CONTRABANDISTES, S/N MATARÓ


Dia 26/04/2020 hores de 07:00 a 18:00

Dia _____ hores de _____ a _____

Dia _____ hores de _____ a _____

Nombre de practicants (aprox.) 250

El sol·licitant reconeix estar al corrent de les normatives d'ús i es compromet de manera explícita a no malmetre la instal·lació, el material ni el seu mobiliari, essent responsable dels danys i/o perjudicis que ocasioni. Així com també satisfer els preus públics corresponents.

<p>PREUS PÚBLICS</p> <p>A satisfer al moment de l'autorització</p> <p>Total _____ euros</p>	<p>CONFORMITAT</p>	<p>SOL·LICITANT</p> <p>Signatura / segell</p>  <p>UNIO EXCURSIONISTA DE CATALUNYA DE MATARÓ C. NOU, 29 08301 - MATARÓ (BARCELONA) C.I.F. G. 58199803 www.mataro@telefonica.net</p>
--	---------------------------	---

Annex 10.1.1: Materials' request



Ajuntament de Mataró

Núm. _____

Data sol·licitud _____ Data autorització _____

SOL·LICITUD

MATERIALS

DADES DE L'ENTITAT
 L'entitat UNIO EXCURSIONISTA DE CATALUNYA DE MATARÓ 6-58199803
 Responsable DAVIEL TAVARES CORDEIRO DNI [REDACTED]
 Adreça C/ NOU, 29 MATARÓ TEL. 93 796 14 30
 Correu electrònic UECMATARO@TELEFONICA.PET

DADES DE L'ACTIVITAT
 Activitat MARKA SANT JORDI
 Dia 26/04/2020 Hora 07:00 Lloc SORTIDA i ARRIBADA:
Cal adjuntar una descripció de l'activitat CAMP MUNICIPAL DE CROS DE MATARÓ

SOL·LICITA: a la Direcció d'Esports el següent material:

	Quantitat	Mides	Autoritzat	Denegat
Tanques	10			
Tanques zamoranes				
Taules	10			
Cadires	50			
Empostissat				
Porteries				
Cistelles				
Cons	10			
Pancartes				
Pòdium				
Xarxes				
Bitlles Catalanes				
Fites				
Contenidors	10			
Altres:				
<u>POLY CLEAN.....</u>	<u>2</u>			
.....				
.....				

a d'entrega 25/04/2020

Dia de recollida 27/04/2020

OBSERVACIONS

Aquesta sol·licitud s'ha de lliurar abans del dia 9 del mes anterior a la celebració de l'activitat. La presentació d'aquesta sol·licitud no implica la disponibilitat del material.

UNIO EXCURSIONISTA DE CATALUNYA DE MATARÓ
 C. NOU, 29 MATARÓ / SEGELL
 08301 - MATARÓ (BARCELONA)
 CIF: G58199803
 uecmataro@telefonica.net

Annex 10.2: Fire permit
Attached document to the application for authorization to light a fire

Document annex a sol·licitud d'autorització per encendre foc

L' Ajuntament de Mataró,

En relació a la sol·licitud d'autorització per encendre foc per a esbarjo que vol presentar al Departament d'Agricultura, Ramaderia, Pesca, Alimentació i Medi Natural de la Generalitat de Catalunya el/la Sr./Sra.

té coneixement de l'activitat relacionada amb aquest foc, i li dóna el vist-i-plau.

Dades del sol·licitant
Entitat: UNIO EXCURSIONISTA DE CATALUNYA DE MATARÓ
Responsable activitat: DANIEL TAVARES CORDERO
NIF: 6-58199803
Telèfon: 93 496 14 30 / 629 479 7 87


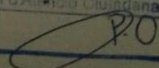
Dades sobre l'activitat
Lloc on es farà l'activitat (Adreça): CAMP MUNICIPAL DE CREUS DE MATARÓ - CAMÍ DELS
Data inici i fi: 26-04-2020 CONTRA BANDISTES
Horari d'inici i fi: 7:00 - 18:00

Aquest vist-i-plau no implica l'autorització per fer el foc, que ha de resoldre el DAAM de la Generalitat de Catalunya.


Mataró, a d' de 2020.

La persona representant de l'Ajuntament,

(Signatura i segell)



Ajuntament de Mataró
Data: - 2 MARÇ 2020
Servei d'Atenció Ciutadana


Applications for activities with risk of wildfire

 **Generalitat de Catalunya**
Departament d'Agricultura,
Ramaderia, Pesca i Alimentació

Sol·licitud per a activitats amb risc d'incendi forestal

Dades de qui sol·licita

Raó social (només empreses)	CIF
<u>UNIO EXCURSIONISTA DE CATALUNYA DE MATARÓ</u>	<u>G-58199803</u>
Nom i cognoms responsable dels treballs (obligatori)	DNI/NIF/NIE
<u>DANIEL TAVARES CORDERO</u>	
Adreça	Codi postal
<u>C/ NOU, 29</u>	<u>08301</u>
Municipi	Comarca
<u>MATARÓ</u>	<u>MARESME</u>
Telèfon mòbil (obligatori)	Adreça electrònica
<u>629 479 787</u>	<u>UECMATARO@TELEFONICA.NET</u>

Dades de l'activitat

Tipus d'activitat:
 Treballs forestals Treballs agrícoles Altres (especifiqueu-los): MARXA SANT JORDI

Coordenades
 UTM 31 X41559377 2437251

Paratge _____ Municipi MATARÓ Comarca MARESME

Data inici i fi _____ Horari d'inici i fi _____
26/04/2020 a 26/04/2020 7:00 hores a 18:00 hores

Persones i materials per vigilar i controlar l'activitat

Nombre de persones que vigilaran l'activitat _____	Punts d'aigua _____
Distància del dipòsit al lloc de l'activitat (m) _____	Mànegues _____
Número de preses d'aigua _____	Dipòsit ADF _____
Motobomba _____	Dipòsits d'aigua remolcats o transportables _____
Motxilles d'aigua de 15 litres _____	Extintors _____

Altres mitjans no descrits anteriorment (matrícules dels cotxes, batefocs, eines diverses) _____

Justificació per la qual ha de fer-se l'activitat


REALITZACIÓ DE LA MARXA DE SANT JORDI EN LA QUAL S'INCENDRÀ UNA BARBACOA METÀLICA EN AMB CARBONET PER FER LES BOTIFARRES QUE S'ENTREGARAN AL FINAL DE LA CAMINATA, A 100 CM DEL TERRA.

DECLARO:
 Que tinc l'autorització expressa del/de la propietari/ària per fer l'activitat assenyalada.

SOL·LICITO:
 Autorització per activitat amb risc d'incendi forestal segons les dades que he fet constar.

Localitat i data
MATARÓ

Signatura _____


 UNIO EXCURSIONISTA DE CATALUNYA DE MATARÓ
 C/ NOU, 29
 08301 - MATARÓ (BARCELONA)
 CIF: G 58199803
 www.mataro@telefonica.net

D'acord amb la Llei orgànica 15/1999, de protecció de dades de caràcter personal, us informem que les vostres dades seran incorporades en un fitxer titularitat del Departament d'Agricultura, Ramaderia, Pesca, Alimentació i Medi Natural (DAAM). La finalitat del fitxer és gestionar i tramitar la llicència, l'autorització, la declaració, el permís o el carnet sol·licitat. El DAAM és responsable del tractament i la tramitació de les dades. Les dades personals seran cedides, si escau, a les entitats determinades en el fitxer, inscrit a l'Autoritat Catalana de Protecció de Dades. La informació sol·licitada a l'interessat és obligatòria per dur a terme la finalitat esmentada. Podeu exercir els drets d'accés, rectificació, cancel·lació i oposició mitjançant un escrit adreçat al DAAM: Gran Via de les Corts Catalanes, 612-614, 08007 Barcelona.

M0276-D01

Annex 10.3: Montnegre i Corredor natural park permit - Receipt



Registre electrònic
Justificant de recepció

Núm. d'entrada
2040023773
Data entrada
03/03/2020 11:37:49
Data efectes
03/03/2020 11:37:49

Dades personals

Cognoms i nom UNIO EXCURSIONISTA DE CATALUNYA DE MATARO		NIF / NIE / Passaport G56199803
Adreça electrònica uecmataro@telefonica.net	Telèfon 937961430	Codi petició 72224
Unitat destinació Unitat de Serveis Generals i de Personal		
Nom del servei Sol·licitud per a l'organització d'activitats d'ús públic		

Dades del formulari

Domicili de l'interessat/ada	Nou
Num de l'interessat/ada	29
Escala de l'interessat/ada	
Planta de l'interessat/ada	
Porta de l'interessat/ada	
CP de l'interessat/ada	08301
Població de l'interessat/ada	Mataró
Adreça electrònica on rebre els avisos de la posada a disposició de les notificacions	uecmataro@telefonica.net
Organitzador	UNIO EXCURSIONISTA DE CATALUNYA DE MATARO
NIF/CIF/NIE/Passaport	G56199803
Domicili	Nou
Núm.	29
Població	Mataró
CP	08301
Telèfon	937961430
Nom i cognoms	Daniel Tavares Cordero
Telèfon	620479787
Adreça electrònica	danieltavarescordero@yahoo.es
On es desenvoluparà	Parc del Montnegre i el Corredor
Nom de l'activitat	MARXA SANT JORDI

Dades del formulari

Tipus d'activitat	1 - A peu - Caminades i marxes
Activitat competitiva	No
Activitat nocturna	No
Activitat publicitària	No
Data d'inici de l'activitat	26/04/2020
Hora d'inici	08:30
Data de finalització de l'activitat	26/04/2020
Hora de finalització	15:00
Nombre màxim previst de participants i/o assistents	250
Nombre i característiques dels vehicles d'assistència	3 VEHICLES TURISME.
Punts i instal·lacions de suport, avituallament i control	3 PUNTS DE AVITUALLAMENT
Necessitats específiques d'accés i estacionament	NO.
Descripció de l'itinerari o localització de l'activitat (coordenades, mapa de localització, etc.)	ADJUNTEM RECORREGUT EN MAPA.
Descripció de l'activitat	Organitzem dues marxes a peu o corrent: la curta de 12 Kms. i la llarga de 24 Kms., les detallem en el mapa que adjuntem.
Altres necessitats	No.
Nota	* En cas d'activitats publicitàries cal presentar fotocòpies del CIF de l'empresa i del NIF de la persona que fa la sol·licitud.
L'organització ha llegit i subscriu el document de bones pràctiques.	Marcat
RGPD	Us informem que les dades personals facilitades en aquest formulari seran tractades per la Diputació de Barcelona amb l'única finalitat de respondre-hi i valorar-ne el resultat, amb el vostre consentiment i en compliment d'una missió efectuada en interès públic. Aquestes dades no se cediran a tercers, si no és per imperatiu legal, i es conservaran d'acord amb la política de gestió documental de la Diputació de Barcelona. Podeu exercir els drets d'accés, rectificació, supressió, oposició i limitació al tractament de les dades a la Seu electrònica i presencialment o per correu postal al Registre General de la Diputació de Barcelona. També teniu a la vostra disposició la bústia del delegat de protecció de dades, que resoldrà qualsevol consulta o queixa sobre la vostra privacitat. Tot i que per aquesta via obtindreu la resposta adequada, podeu presentar, si ho considereu oportú, la reclamació corresponent al web de l'Autoritat Catalana de Protecció de Dades.

Relació de documents aportats

Tipus documental	Nom	Empremta
Fotografia	G58199803_72224_WhatsApp-Image-2020-02-25-at-19.17.31.jpg	2f1dd722b274d2b596b8094043ca9cc0e63c557b

Certificat:

CN=BARBERA MILAN JAVIER - 52194047D,SN=BARBERA MILAN,G=JAVIER,2.5.4.5=#130f49444345532d353231393430343744,C=ES

Data signatura: 03/03/2020 11:37:39

Annex 10.4: Food handler title



ANNEX 11: Focus group

Script:

Following the guidelines of Professor Krueger, R. (2002), the following script has been extracted and edited:

1. Thanks for the participation + Mediator and project presentation:

Good evening and welcome to our session. Thanks for taking the time to join us to talk about your preferences when participating in charity sports events. My name is Laia Feliu and I am from the University of Mataró, Tecnocampus

I was jointly organizing the Marxa de Sant Jordi with the UEC of Mataró and we would like to know what you like, what you don't like, and how this event might be improved.

You were invited because you live in Mataró and have not previously participated in any edition of the Marxa de Sant Jordi, but you have participated in another similar event.

2. Guidelines:

There are no wrong answers but rather different points of view. Please feel free to share your point of view even if it differs from what others have said. Keep in mind that we're just as interested in negative comments as positive comments.

I will be tape and video recording the session because we don't want to miss any of your comments.

3. Participants' presentations.

Well, let's begin. Before I asked you to write your name in a piece of sheet and place it somewhere where the other participants can see it. This is in order to remember each other's names. Let's find out some more about each other by going around the table. Tell us your name.

4. Concepts that want to be discussed:

- Ideal sporting event
- Price
- Marketing
- Sports events and social cause
- Checking points and beverages
- Raffles and animation during the event

5. Possible questions:

- When you think about sporting events, what image comes to your mind? And as a memorable sporting event?
- What time of the year do you think it will be best to perform the march? Why?
- If the route goes through nature, does it draw your attention?

- Would you like to have a kind of checking paper and have it stamped in each checking point, or do you have any suggestions about this topic?
- What price do you think is reasonable to pay when participating in a march?
- Even if you had to pay it apart, would you appreciate having a bar service?
- What do you think of the animation during and after the event?
- Would you appreciate a discount if participating with friends or family, or if part of the benefits goes to a charity cause, you would not mind about it?
- What words or phrases come to mind when you think of these kinds of events?
- What social media do you use most?
- How many posts per week would be satisfactory to remember about the existence of the event but to not cause you saturation?
- What post do you aim to see regarding sporting events?
- How does a charity event activity make you feel?
- Do you value participation in an event if there is a social cause behind it?
- With what would you rather participate with the social cause, money, materials assets...?

6. Closure:

- "Of all the things we discussed, what to you is the most important and essential to have a successful event?"
- Is there anything else you want to add to the conversation about these kinds of events?

ANNEX 12: Satisfaction survey



ENQUESTA DE SATISFACCIÓ - MARXA DE SANT JORDI 2020

El nostre desig és proporcionar un servei útil i de qualitat. Per aquest motiu hem preparat una enquesta, en la qual intentem saber què en pensa de la marxa de Sant Jordi d'enguany per tal de millorar la qualitat de l'oferta en futures edicions.

Aquest estudi és anònim, per la qual cosa no es resisteix a indicar dades personals

[Next](#) Page 1 of 4

Informació general

Per mitjà de quin medi vas conèixer la celebració de l'esdeveniment? *

- Vaig participar en una altra ocasió
- Recomanació d'un amic o conegut
- Instagram
- Facebook
- Càritas
- Other: _____

Quin recorregut vas realitzar? *

- La marxa llarga (23km)
- La marxa curta (12km)

Puntuacions

Valora el teu grau de satisfacció dels següents paràmetres:

Satisfacció general amb l'organització *

	1	2	3	4	5	
:(<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	:)

Recorregut *

	1	2	3	4	5	
:(<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	:)

Organització sortida / arribada *

	1	2	3	4	5	
:(<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	:)

Seguretat *

	1	2	3	4	5	
:(<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	:)

Senyalització del circuit *

	1	2	3	4	5	
:(<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	:)

Número d'avitallament *

	1	2	3	4	5	
Massa pocs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Ideal

Aliments en els avituallaments *

	1	2	3	4	5	
:(<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	:)

Menjar i beure a l'arribada *

	1	2	3	4	5	
:(<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	:)

Entrega bossa del corredor *

	1	2	3	4	5	
:(<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	:)

Contingut bossa del corredor *

	1	2	3	4	5	
:(<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	:)

Procés d'inscripció *

	1	2	3	4	5	
:(<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	:)

Informació en les xarxes socials *

	1	2	3	4	5	
:(<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	:)

Ubicació de l'esdeveniment *

	1	2	3	4	5	
:(<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	:)

Accés al lloc de l'esdeveniment *

1 2 3 4 5

:(:)

Puntualitat de l'esdeveniment *

1 2 3 4 5

:(:)

Atenció rebuda dels voluntaris *

1 2 3 4 5

:(:)

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Conclusions

Coses a millorar?

Your answer

Tornaries a participar?

Si

No

Moltes gràcies per participar



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