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Success Factors and Criteria of International Sport Event Projects

Doctoral (Ph.D) Dissertation
The Repertory of the Theses

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1. **Subject and objectives of the research**

Being physically active, doing sports and the will to win is as old as human kind. In these days through its popularity, sport plays an important moreover an indispensable role in the life of many people. Active life and trainings are parts of everyday life. Consequently, sport today is more of a social phenomenon and became part of our life and culture. (Fazekas & Nagy, 2000)

The sport competitions and events always played an important role in human life from the ancient Olympics and marathon races to today’s modern Olympics, World games, World and continental games. In our days these remarkable sport events come to the fore because participants of the sporting world effectuate even more, greater and more varied ones. Furthermore, the competition for organization between cities and countries is becoming more and more intense. (Zeman, 2005)

In recent years more and more attention has been devoted to international sport competitions. The international sport events, European and World Championships are more and more in the focus of interest, their preparation and implementation are constantly followed by media coverage and news reports.

National sport associations and sport movements of Hungary and neighbouring countries play a more and more significant and year-by-year extending roles in organizing international sport events. The reason for this is, on one hand, providing financial background for sport organizations, on the other hand, the propagation of sports and national athletes, as well as their participation before local spectators. (Nyerges, 1998)

The positive effects, economical incomes and social respects of a successful event can be felt not only by the organizing sport associations and local athletes but also by organizing towns, regions or even countries. Beside sport delegacies and official attendants, there are crowds of supporters and spectators arriving at these events, who get fascinated by the tension of competitions and the intense experience of sport triumphs. During their stay, the so-called sport tourists increase the income of local economy through their spending, particularly that of the service industry. (Dreyer & Krüger, 1995) In addition to this, the promotional value of events is an important, collateral profit for the organizing city or region, as tourists spread the fame of successful events and the host localities, not to mention the television broadcasts, which convey pictures and news of events to millions of viewers. Finally, the experience of sport competitions can attract more attention to sport and athletes, which encourages the spectators to follow healthy life, or to get involved in some sport activities themselves. (Nyerges & Petrócz, 2007)

It is a wide-ranging and extremely complicated task to organize such large sport events, to manage the duties and activities, to co-ordinate the participants’ work. Therefore, nowadays it is inevitable to apply the methods of project management and event organization for the sake of organizing successful and efficient events.

My motivation for choosing this theme for my dissertation was to give Hungarian sport movements – who have very positive references on the market of sport events – support through the effective implementation of management techniques and methods in order to increase their advantage in the fight for the right of organization.
In order to make international sport event projects more successful, we have to introduce criteria and principles on the basis of which sport event projects can be evaluated, as well as we have to reveal success factors: organizational techniques and management methods, which determine the efficient and productive organization.

The success of different projects was analysed in several studies and researches, from theoretical and practical aspects. During the studies experts attempted to reveal success factors and criteria, principles of success. Analyses gradually revealed wider groups of success factors, in which apart from hard, technical tasks and methods, human, relation oriented factors also appeared. Studies of success criteria exceeded the requirements of cost and time criteria, and brought quality, client, customer and participant satisfaction and long term impacts of the projects into focus.

The purpose of the doctoral dissertation is to define the success factors and criteria of international sport events organized in Hungary and selected European countries: the Czech Republic, Slovakia, Poland, Slovenia, Germany, Austria and Switzerland. Within the frame of the research I attempt to find the answers for what makes a large-scale sport event successful, and which points of view play an important role when judging efficiency.

During the dissertation I am searching for answers for the following questions:

1. What are those success criteria on the basis of which the success of an international sport event can be evaluated?
2. What are those success factors which determine the successful preparation and implementation of an international sport event?
3. Are there any relationships between success factors and success criteria and between certain factor and criteria groups?
4. Can any differences be demonstrated in the sport event organizational activities of the analysed countries?
2. Hypotheses and research model

Hypotheses of the research were formulated based on results of professional literature analysis. The composed hypotheses cover success and organizational characteristics of international sport event projects, as well as exploration of supposed relationships.

**Hypothesis 1**

The organizational activity of international sport event projects can be represented by three groups of success factors, which are task orientation, relation orientation and random impacts.

**Hypothesis 2**

The success of international sport event projects can be represented by two areas of success criteria: the implementation of project objectives and the stakeholder satisfaction.

**Hypothesis 3**

In the organizational activity of international sport events, relation orientation has stronger relationship with stakeholder satisfaction, while task orientation has weaker relationship with it.

**Hypothesis 4**

In the organizational activity of international sport events, task orientation has a stronger relationship with the implementation of project objectives, while relation orientation has weaker relationship.

The research model was elaborated based on analysis of professional literature. It presents success criteria and critical success factors of sport event projects as well as potentially existing relationships between the model elements. (Figure 1)

In the model, factors contributing to the success of sport event projects are divided into three main parts: task orientation, relation orientation and random impacts. These three factors together affect the success of sport events, which I measure on the basis of criteria, that is, by analysing the implementation of objectives and the satisfaction of project stakeholders, based on professional analyses.
Identification of success factors and criteria of international sport event projects

The analysis is based on results of empirical survey and case study analyses. The purpose of the study is to define success factors and criteria of the organization of international sport events, through which I can underpin the first and second hypotheses.

The definition of relationships between success factors and criteria of international sport event projects

The analysis is based on results of questionnaire surveys and case study analysis. The purpose of the study is to reveal relationships between success factors and criteria of international sport events, through which I can underpin the third and fourth hypotheses.

The comparative study of sport event organizing practices of the regions in focus

The analysis is based on results of questionnaire surveys and case study analysis. The purpose of the study is to reveal possible correlations between organizational characteristics of East-Central Europe and the German culture cluster in order to define the areas of development in the future.

The research activities were symbolized in the structure diagram, where regions included in the study, data collection, quantitative and qualitative analysis and also hypotheses of the research appear. (Figure 2)
3. Applied methodology and sample of the research

The dissertation uses qualitative and quantitative methods of social science methodology simultaneously in order to get relevant and extensive results.

The course of quantitative research

In the course of quantitative research statistical and econometric analyses were applied, on the basis of dates collected through the empirical survey of international sport events.

The primer data collection came into existence with the support of the Department of Management at the University of Pannonia between January 2007 and May 2008. Since it was necessary to make a questionnaire in several European countries, beside the Hungarian version English and German questionnaires were also available. They were offered in printed and online forms for the participants. The respondents could give answers in three main subjects – general information, organizational characteristics of the sport event and results of the sport event – altogether in 22 themes, which contained further sub-themes.

The statistical analysis of the collected questionnaires was carried out by the Grafstat 3.41b and Microsoft Offices Excel 2003 programs. During the analysis of characteristics and incidence rates of dates in the sample methods of descriptive statistic and graphical diagrams were applied.

During the econometric analyses I used factor analysis in order to create factors, which describe the organizational activities and results of international sport event projects. Following the factor analysis first linear regression was applied then correlation analysis in order to study the relationships between the created factors. The nature and character of relations can be defined by regression analysis, whereas the strength and intensity of relationships can be described by correlation analysis. Regarding the correlation coefficients I completed a significance analysis, in order to reveal whether correlation coefficients with task oriented or with relation oriented success factors are significantly different or not. Furthermore I applied variance analysis (ANOVA) and discrimination analysis in order to reveal possible correlations between organizational characteristics of East-Central Europe and the German culture cluster.

Characteristics of the research sample

In order to raise a representative sample I asked the presidents or general secretaries of organizing committees of all European and World Championships organized between 2000 and 2008 in selected countries to take part in the questionnaire. Altogether I received filled in questionnaires from 71 sport associations, and the total number of returned questionnaires was 104. Among participating sport movements the proportion of Hungarian sport associations was the highest, but German, Swiss and Austrian associations had significant representation as well. Approximately half of the analysed sport events were organized in the last three years, but sport competitions organized between 2003 and 2005 also represented a significant proportion. Taking the duration of sport events into consideration, some 40% of analysed events had duration of 1 to 4 days, and about 50% of 5 to 10 days. Most of the analysed sport events were organized in Olympic single or in Olympic team sports.
Course of the qualitative research

In the study beside quantitative data collection and analysis, qualitative methods were applied to support the quantitative research results and to collect and analyse the deeper and more extensive experiences. As a qualitative method case study analysis based on personal interviews and document analysis was applied.

In the course of the qualitative research I selected the most remarkable sport events of recent years. In the case studies I analysed two Hungarian and two German sport events, so that similarities and differences of the characteristics of the organizations could be compared. In the course of case studies I carried out personal interviews with organizers of the selected sporting event as well as project documentations, summary reports, published studies and press materials were thoroughly analysed in order to further investigate the occurring hidden contexts.

In the research – as figure 3 represents – the use of quantitative and qualitative methods, primary and secondary dates supported the accomplishment of complex and extensive analyses.

![Figure 3: Data collection of the research](image-url)

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**Figure 3: Data collection of the research**
4. Study results

In the summary of the study results I will present the hypotheses of the study, as well as the results which explain the hypotheses.

4.1 Success factors and criteria of international sport event projects

The first and second hypotheses cover the definition of success factors and criteria of international sport event projects. I completed factor analysis and case study analysis in order to verify the assumption of the hypotheses.

Hypothesis 1

The organizational activity of international sport event projects can be represented by three groups of success factors, which are task orientation, relation orientation and random impacts.

The six success factors, identified through the factor analysis cover the assumed task orientation and relation orientation categories. The task orientation is represented by project objectives factor, which indicates the development of project aims and plans, as well as the contract strategy factor, which includes the financial condition of subcontracts and the responsibility sharing among organizers and contractors. The relation orientation is represented by four factors. The project leadership factor contains the competence, commitment, scope and responsibilities of the project leader and project team, whereas the organizational culture factor includes the cultural characteristics, norms and values of the work and behaviour within the committee. The cooperation and communication factor means the cooperation and communication with contractors and partners, who deliver the necessary resources and services. The partnership factor indicates the collaboration and conversation with further stakeholders and authorities. In the course of factor analysis variables connected to random impacts had not been able to define an integrated factor, but the statistical analysis of these variables and the experiences of case study analyses confirmed the role of this factor. About half of the events had to manage incidences which were not at all expected by the organizers.

✓ According to the results of factor analysis and case study analyses the first hypothesis was confirmed, so the first thesis of the study is:

Thesis 1

The organizational activity of international sport event projects can be represented by three groups of success factors, which are task orientation, relation orientation and random impacts.

The results presented above show, that the theories represented by the Ohio State University and their followers can be fully proved in the case of international sport event projects as well. According to these theories beside task orientation, advance objectives and performance, the organization and the leader of project teams, the communication and relationships should also appear.
The results confirmed, that in the work of organizers of international sport events the technical, task oriented factors, such as the development, control and actualization of aims and activities, as well as the delivery of required resources are essential, because these areas constitute the basis of the event organization, the division of tasks and the control of activities. Beside these technical factors the human factor is also significant, since relation orientation is crucial. In the successful implementation of sport events the leaders and members of project teams play an important role as well as the partners, contractors and authorities. The competence, commitment and organization culture of these groups are essential in the effective work and in the efficient organization.

**Hypothesis 2**

The success of international sport event projects can be represented by two areas of success criteria: the implementation of project objectives and the stakeholder satisfaction.

The four factors, identified through the factor analysis, cover the assumed two categories of success criteria, also the implementation of project objectives and the external stakeholder satisfaction. The implementation of project objectives is represented by the fulfilment of primary project aims and by the fulfilment of further project aims. The fulfilment of primary project aims factor indicates the realization of cost and profit plans appointed by organizers, as well as the satisfaction of international and national sport association as client, and of project team as staff. The fulfilment of further project aims factor includes the number of athletes and spectators appointed by organizers, as well as the advantages to the sport and the venue of the event. The cooperating partner satisfaction means the implementation of contract engagements, the satisfaction of partners and contractors as well as their approach to long term co-operations. The additional stakeholder satisfaction factor indicates the satisfaction of local and national authorities and groups affected by the event as well as their approach to long term partnerships.

✓ The results of factor analysis and case study analyses established the second hypothesis of the research which is the following:

**Thesis 2**

The success of international sport event projects can be represented by two areas of success criteria: the implementation of project objectives and the external stakeholder satisfaction.

According to the results of the success criteria of international sport event projects – in accordance with experiences of previous success criteria studies (Görgök, 1999; Lim – Mohamed, 1999; Cooke-Davies, 2004) – two main areas of evaluation aspects can be found: the implementation of project objectives and the satisfaction of external stakeholders. The results of the analysis confirmed, that in the evaluation of international sport events success not only the objective criteria of aim-attainment leads to the satisfaction of affected organizations and groups, but their subjective opinion is also essential. In the assessment of aim-attainment parallel with the cost and profit results, the satisfaction of the two main stakeholders: the international and national associations and the project team play an important role. In recent years though, further
aspects appeared such as the number of athletes and spectators. Furthermore the support of sport and local economy emerged, which are essential in the evaluation of global benefits and long term affects of the event.

4.2 Relationships between success factors and criteria of international sport event projects

The third and fourth hypotheses of the study investigated the relationships between the identified success factors and criteria. I applied linear regression, correlation analysis and case study analysis in order to establish these hypotheses.

**Hypothesis 3**

*In the organizational activity of international sport events, relation orientation has stronger relationship with stakeholder satisfaction, while task orientation has weaker relationship with it.*

The results of linear regression analysis confirmed, that the external stakeholder satisfaction is connected to more relation oriented factors and one of the task oriented success factors. According to the results of correlation analysis the co-operating partner satisfaction success criteria shows a strong connection with the relation oriented co-operation & communication success factor, whereas there is only a small correlation with the task oriented contract strategy factor. The additional stakeholder satisfaction factor has medium strong relationship with the relation oriented co-operation & communication, and partnership success factors, as well as a small correlation with the relation oriented project leadership and with the task oriented contract strategy factors.

During the analysis of differences between the intensity of correlations I established the fact that in the case of additional stakeholder satisfaction success criteria has a significantly stronger relationship with the relation oriented co-operation & communication factor, than with the task oriented contract strategy factor. Although in the other cases the correlations did not show significant differences, the significance and strength of correlations in case of the relation oriented success factors showed better results.

✓ The results of analyses and case studies verified the third hypothesis of the research, which was corrected according to the final results. The third thesis of the study is:

**Thesis 3**

*In the organizational activity of international sport events the external stakeholder satisfaction correlates with the relation oriented success factors.*

The co-operate partner satisfaction shows strong relationship with the co-operation & communication factor, while the additional stakeholder satisfaction has medium strong relationship with the partnership and co-operation & communication factors.

In the case of additional stakeholder satisfaction the relationship is significantly stronger with the relation oriented co-operation & communication factor compared to the task oriented contract strategy factor.
According to the results we can make a statement, that in the case of international sport event projects in the external stakeholder satisfaction task orientation can be found – through the contract strategy – but the soft, relation oriented factors such as communication and co-operation are significantly more crucial.

**Hypothesis 4**

*In the organizational activity of international sport events, task orientation has a stronger relationship with the implementation of project objectives, while relation orientation has weaker relationship.*

The results of linear regression analysis confirmed, that the implementation of project objectives is connected to more relation oriented factors and one of the task oriented success factors. According to the results of correlation analysis the fulfillment of primary project aims success criteria factor shows medium-strong relationship with the relation oriented project leadership factor and weak relationship with the relation oriented co-operation & communication as well as with the task oriented project objectives factors. The fulfillment of further project aims factor has medium-strong connection with the relation oriented partnership factor and weak relationship with the relation oriented organizational culture factor.

 ✓ The results did not confirm the assumption of the fourth hypothesis. Based on the analyses results the fourth hypothesis was rephrased as follows:

**Thesis 4**

*In the organizational activity of international sport events the implementation of project objectives correlates with the relation oriented success factors.*

The fulfilment of primary project aims factor shows medium strong relationship with the project leadership factor, whereas the fulfillment of further project aims factor has medium strong relationship with the partnership factor.

According to the results it is verified, that in the case of international sport event projects during the implementation of project objectives mainly the soft, relation oriented factors, the project leadership, the co-operation, the communication and the partnership are essential, whereas the technical, task oriented factors play a less important role.

4.3 **Comparison of sport event organizational activities of analysed regions**

During the research I compared the characteristics of the event organization practices of analysed regions with the help of statistical analyses and case study analyses. The purpose of the study was to reveal possible similarities and differences of organizational activities and results in the analysed regions so that based on the analyses, suggestions and ideas for further development could be drafted for the organizers.

According to the results of quantitative research it is verifiable, that in the comparison of organizational activity of analysed regions statistically significant but not considerably significant differences appeared in the case of the co-operation & communication success factor and the fulfillment of further project aims success criteria.
In the case of co-operation & communication factor the analysed East-Central European countries showed higher factor values, so in these countries the establishment and the maintenance of relations and continuous communication with partners play a more relevant part than in the countries of German culture cluster. The reason for that is that partners deliver the required resources and conditions. In the fulfilment of further project aims, such as the number of athletes and spectators, the support or sport and event venues showed better results for the events organized in the countries of German culture cluster.

In the comparison of the organizational activity of these two areas the results of quantitative research were established and completed on the basis of the experiences of qualitative case study analyses. In the case of analysed Hungarian sport events the delivery of the required resources, assets and buildings as well as the control of the partners’ work require great attention and co-ordination from the organizers. While in the case of German sport events it is not a concern for the organizers, because the state or the city takes part in the financial support, infrastructural investments as well as in the organization. This area and the differences that occur in promotion play an important part in the fact that in Hungary sport events are less heavily supported than in Germany where support is an essential part of the media campaign as well as the image of the sport event.
5. The research model based on study results

The research model based on results contains the success factors and success criteria identified through the analyses. The success factors – according to which the organizational activity of international sport event projects can be described – constitute of three groups: task orientation, relation orientation and random impacts. The success criteria – on the basis of which the success of international sport events can be described – cover two main areas: the implementation of project objectives and the external stakeholder satisfaction. In addition the model contains the identified relationships between success factors and criteria of international sport event projects.

![Figure 4: The research model based on study results](image)

According to the results there are significant correlations between the implementation of project objectives and more relation oriented success factors, which is signed by a thick line in the figure. In the case of external stakeholder satisfaction I identified significant correlations with more relation oriented success factors, which is also illustrated by a thick line. In the case of task oriented success factors the case study analysis showed connection, but the regression and correlation analyses generated only a weak relationship with the success criteria, which is signed by a thin line.

In the case of random impacts according to the results of statistical analyses I identified significant correlation in two cases. The handling of random impacts showed weak positive relationship with the fulfilment of primary project aims, while the nature and weather effects showed weak negative correlation with the co-operate partner satisfaction, which is signed by thin lines. But the case studies confirmed the importance of random impacts, which can cause huge problems for the organizers, for whom to find solutions of these effects might result in enormous efforts and costs.
6. The theses of the research

According to the results of quantitative and qualitative analyses was composed the theses of the research, which are the previous:

**Thesis 1**

*The organizational activity of international sport event projects can be represented by three groups of success factors, which are task orientation, relation orientation and random impacts.*

**Thesis 2**

*The success of international sport event projects can be represented by two areas of success criteria: the implementation of project objectives and the external stakeholder satisfaction.*

**Thesis 3**

*In the organizational activity of international sport events the external stakeholder satisfaction correlates with the relation oriented success factors.*

The co-operate partner satisfaction shows strong relationship with the co-operation & communication factor, while the additional stakeholder satisfaction has medium strong relationship with the partnership and co-operation & communication factors.

In the case of additional stakeholder satisfaction the relationship is significantly stronger with the relation oriented co-operation & communication factor compared to the task oriented contract strategy factor.

**Thesis 4**

*In the organizational activity of international sport events the implementation of project objectives correlates with the relation oriented success factors.*

The fulfilment of primary project aims factor shows medium strong relationship with the project leadership factor, whereas the fulfilment of further project aims factor has medium strong relationship with the partnership factor.
7. Novel and unique results

During my Ph.D studies I analysed the organizational activities of European and World Championships organized in Hungary, neighbouring countries as well as in the German culture cluster. The purpose of the research was to define success factors and success criteria of international sport event projects, as well as to reveal the possible correlations between success factors and criteria.

In the research I carried out a questionnaire between the organizers of European and World Championships organized in mentioned countries between 2000 and 2008, which composed the primer database of the analysis. Previously there has never been carried out a similar scientific study either in Hungary or abroad to explore the organization and success of international sport events. In the study taking into consideration the rate of response (104 filled questionnaires, 71 respondent organizations) and the participated countries, regions and sports extraordinary and new results have occurred. In order to get deeper and detailed information, I applied qualitative case study analyses of two Hungarian and two German sport events based on primary and secondary data.

In my doctoral dissertation I defined the success factors of international sport event projects, which cover three main areas: the task orientation, relation orientation and random impacts. Furthermore I subscribed the success criteria of international sport event projects, which represent two main parts of success criteria: the implementation of project objectives and the external stakeholder satisfaction.

I studied the relationships between success factors and success criteria as well as between certain groups of factors and criteria. In the case of success criteria, which describe the implementation of project objectives, I revealed connections to more relation oriented success factors. I established that in the fulfilment of primary project aims the efficient project leadership, while in the fulfilment of further project aims the area of co-operations play an important role. During the analysis I found relationships between the external stakeholder satisfaction and more relation oriented success factors. I also established that the better the efficiency of organizers in co-operations and communication the better the results will be in the satisfaction of co-operate partners. However, in the satisfaction of additional stakeholders the partnership, co-operation and communication, as well as the project leadership factors are essential.

In the course of quantitative and qualitative research I compared the organizational activities of analysed regions. Relying on the results of analyses I established, that in the case of international sport events organized in East-Central European countries the establishment and handling of relations require more effort and attention from the organizers as in the case of the events of German culture cluster. The organizers of German, Austrian and Swiss sport events pay more attention to the marketing and promotional activities; thereby they reach better results regarding further project aims, such as the number of spectators and athletes, the support of sport and the organizer area.

In the dissertation the defined definitions, conclusions and findings were formed as a result of my analyses, and it was never published earlier by any other researchers. All of them can be regarded as my own, individual results.
The answers for research questions

1. What are those success criteria, on the basis of which the success of an international sport event can be evaluated?

✓ The success of international sport event projects can be represented by two areas of success criteria: the implementation of project objectives and the external stakeholder satisfaction.
✓ The implementation of project objectives is described by the fulfilment of primary project aims and by the fulfilment of further project aims factors.
✓ The external stakeholder satisfaction is represented by the co-operate partner satisfaction and by the additional stakeholder satisfaction.

2. What are those success factors, which determine the success of the preparation and implementation of an international sport event?

✓ The organizational activity of international sport event projects can be represented by three groups of success factors. These are task orientation, relation orientation and random impacts.
✓ Success factors which represent the task orientation are the project objectives and contract strategy factors.
✓ Success factors that represent the relation orientation are the project leadership, the organizational culture, the co-operation & communication as well as the partnership factors.
✓ Success factor variables that describe the random impacts are the natural-weather events, the social-political events, the further unforeseen events and the managing of random impacts.

3. Are there any relationships between success factors and success criteria, between certain groups of these factors and criteria?

✓ In the case of international sport event project there are strong or medium strong relationships between success criteria and more relation oriented success factors.

4. Are there any demonstrable differences in the sport event organizational activities of the analysed countries?

✓ In the organizational activity of analysed areas, in the case of East-Central European countries is the establishment and management of relations with contractors and partners essential, while in the case of events held in countries of the German culture cluster the further project aims, the number of spectators and athletes, the support of sport and the city showed better results.
8. The exploitation of the research results in practice

Throughout the research my main objective was to provide support – by determining the various success factors and criteria of international sport event projects – for the organizational activities of Hungarian sport organizations that play an increasingly important role on the sport event market and also help them gain competitive advantage in the fight for organizing rights.

The accomplished empirical study offers us a comprehensive view about the sport event organization activities of studied East-Central European countries and the countries of the German culture cluster. The results reveal the position of each organization, country and region in the forming and development of organizational activities, in the application of management tools and methods.

The developed questionnaire of empirical survey can be used as an assessment tool of sport event organization activities, according to which the success factors and success criteria and thereby the characteristics of organization and the areas of development and elaboration can be defined. The variables of success factors and criteria represent in details the existing activities as well as the tasks object to development. On the market of international sport events the fight for the organizing rights is becoming more intensive and the events are also becoming more complex and greater. In the organization, co-ordination and implementation of these events the application of various organizational methods and management tools are vital.

The observations on the relationships between success criteria and relation oriented success factors bear significant practical importance. Further studies of project success – mentioned in chapter 2.7.2. – revealed that the technical, task oriented factors and human, relation oriented factors of project management can be separated, which complement each other and support the effective project implementation. It was completely proved in the study, that in the implementation of project objectives as well as in the satisfaction of external stakeholders the relation oriented success factors such as project leadership, co-operation & communication and the partnership are crucial factors.

Furthermore the comparison of analysed countries show, that the implementation of further, long term aims, the support of region and sport can be achieved only through the relation oriented factors, the initiation of expansive communication, business, political and social co-operations.

In order to organize successful sport events, the organizers need to recognize the success criteria and aspects on the basis of which the organized event can be evaluated. To the efficient and effective organization beside technical solutions and management tools the organizers have to pay more attention to the human aspect, the communication and co-operation.
9. Directions for further research

The accomplished doctoral dissertation projects more potential research areas, which are summarized below.

Although the empirical survey could be repeated in the near future as part of a new research, the size of the sample and the number of analysed countries should be increased. A new study could provide with a more accurate view about the organizational activity of some not yet analysed countries, such as Italy or England, which play a dominant role in sport event organization. Moreover, based on the acquired research results a more extensive international comparison could be reached.

Simultaneously the research could be extended to further sport events (Olympic Games, World cups, marathons, Forma-1, etc.) or any other events (festivals, culture events, conferences, etc.). Beside the empirical survey the case studies could give us a comprehensive and detailed view about the organization, which allow more analyses and comparisons.

Furthermore the established project success study could be developed into various project surveys. The analyses of success factors and project criteria could generate considerable amount of new information on building industry, information technology, R&D etc. internationally as well as in Hungary.

10. References

11. Publications

INTERNATIONAL PAPER, CONFERENCE PROCEEDING


HUNGARIAN PAPER, CONFERENCE PROCEEDING


INTERNATIONAL CONFERENCE PRESENTATION


HUNGARIAN CONFERENCE PRESENTATION


AWARD
