

International Business
Master Thesis No 2004:8

**THE FEASIBILITY STUDY OF A WTA TOURNAMENT IN
GÖTEBORG**

A STAKEHOLDER APPROACH TO THE ESTABLISHMENT OF EVENTS

Vickie Gunnarsson
Doug Washburn

Graduate Business School
School of Economics and Commercial Law
Göteborg University
ISSN 1403-851X
Printed by: Elanders Novum AB

Abstract

Events constitute one of the most exciting and fastest growing forms of leisure, business, and tourism related phenomena. The tourist organization Göteborg & Co is continuously looking for new exciting events that would attract tourists, enhance quality of life for its residents and stimulate business opportunities. Göteborg & Co and the Swedish Tennis Association are both interested in bringing a women's professional tennis tournament to Göteborg but are uncertain about the consequences such an event can have.

The purpose of this study is to determine if it is feasible to host a Tier 2 or 3 event in Göteborg. The thesis measures the support of the various stakeholders crucial for the feasibility, determines if the city and the involved organizations have the venues, financial resources to acquire such event and assesses whether a suitable timing can be found. Since there are different Tiers or characteristics of the event the thesis also aims at identifying if one Tier can be feasible while another cannot.

The thesis found that all the necessary support for a Tier 2 event existed except that limitations regarding a venue made a Tier 2 tournament unrealistic. Therefore, the only Tier identified to presently be feasible is a Tier 3 event. A Tier 3 event is only deemed to be feasible by using "appearance money" in order to attract big name players, which would trigger support for stakeholders such as media and sponsors who otherwise may not support the event.

Keywords:

Feasibility Studies, Event Stakeholder Approach, WTA Tour, Event Impact Studies, Identifying Sponsors

Acknowledgements

Throughout the course of this thesis many people have been extremely supportive of the work of the students. The authors would like to take this opportunity to thank everyone who has dedicated their time, advice and information to make this thesis possible.

First off, the authors would like to thank the Göteborg School of Economics, and especially the supervisors Jan Erik Vahlne and Tommy Andersson for contributing with much valuable time, input and advice on how to improve the thesis.

The authors would especially like both case companies, the Swedish Tennis Association, and Göteborg & Co, who have both contributed a considerable amount of time and resources to allow as thorough a report as possible. The authors would also like to single out Henrik Ekersund who represented the Swedish Tennis Association and provided not only a generous amount of time, but is also largely responsible for providing the opportunity for this research to take place.

The authors are also very thankful to the many tournament directors both within Sweden and internationally who have been very helpful with providing answers to an unbelievable number of different questions. Thanks should also go to members of the media and business community who took time out of their busy schedules to allow for a number of crucial interviews to take place.

Last but not least, the authors would like to thank friends and family for being supportive and patient throughout the thesis writing process.

Abbreviations

WTA	-	Women's Tennis Association
SvTF	-	Swedish Tennis Association
ATS	-	Event Organizing Firm of the Nordic Light Open
PR Event	-	Event Organizers of the Swedish Open
IMG	-	International Sports Management & Marketing Company
ATP	-	Association of Tennis Professionals
GTA	-	Göteborg Tennis Association
GLTK	-	Göteborg Lawn Tennisklubb
TURI	-	Turism Utredningsinstitut

Glossary

Acquisition Costs	The fee paid to acquire the rights to host a WTA tournament.
Appearance Fees	Money paid “under the table” to attract players to tournaments
Play Down Rule	A rule limiting top ranked players from “playing down” in lower Tier tournaments
Sanction Rights	The rights to host a WTA tournament: They must be purchased from an existing tournament
Tier	The level of the WTA tournament. A Tier 1 is the highest and 5 the lowest

TABLE OF CONTENTS

PART I - BACKGROUND

1	INTRODUCTION	1
1.1	Background	1
1.2	A WTA Tournament Described	2
1.3	Problem Discussion	3
1.4	Problem Formulation.....	7
1.5	Purpose	7
1.6	Delimitations	8
1.7	Disposition.....	9
2	METHODOLOGY	11
2.1	Critical Review	14
3	THEORETICAL FRAMEWORK.....	17
3.1	Event Feasibility Studies	17
3.2	The Stakeholder Theory	19
3.3	Stakeholder Specific Tools: Economic Impact Methods	22
3.4	Theoretical Framework Concluded	24
4	BENCHMARKING STUDIES	25
4.1	A Brief Background of the Events	25
4.2	Lessons to be Learned	28
5	THE STAKEHOLDERS PRESENTED	33
5.1	Research Model	36
6	TIER CLASSIFICATION	37
PART II - STAKEHOLDER SUPPORT		
7	SUPPORT OF GÖTEBORG & Co	39
7.1	Methodology	40
7.2	Impacts from other WTA Tournaments	41
7.3	Stockholm Open Impacts	44
7.4	Tourism Institute Forecast.....	45
7.5	Impact analysis	46
7.6	Support of Göteborg & Co Summarized.....	50
8	SUPPORT OF THE SWEDISH TENNIS ASSOCIATION	53
8.1	Methodology	53
8.2	Men's Tennis Events Impacts on Swedish Tennis	55
8.3	WTA Events Impacts on Women's Tennis	57
8.4	Influential Statistics and Facts.....	58
8.5	Summary of Potential Impacts	59
8.6	Support of the SvTF Summarized	61
9	SUPPORT OF THE LOCAL TENNIS COMMUNITY	63
9.1	Methodology	64
9.2	Lessons to be learned from Similar Events	64
9.3	Göteborg – A Supportive Tennis Community.....	65
9.4	Support of the Local Tennis Community Summarized.....	68
10	SUPPORT OF THE MEDIA.....	69
10.1	Methodology	69
10.2	International Broadcasting Trends	71
10.3	Support of National TV	73
10.4	Support of the Published Press	81
10.5	Assessment of Opportunities and Threats	83
10.6	Support of Media Summarized.....	84

11	SUPPORT OF AUDIENCE	87
11.1	Methodology	87
11.2	Swedish Interest in Tennis.....	88
11.3	WTA Audience.....	90
11.4	Stockholm Open Audience.....	90
11.5	Interest Among Tennis Participants in Västsverige	92
11.6	Number of Tennis players in Västsverige	93
11.7	Attendance of Tennis Participants from Västsverige	95
11.8	Audience Analysis.....	96
11.9	Support of Audience Summarized	99
12	SUPPORT OF SPONSORS.....	101
12.1	Methodology	101
12.2	Trends & History of Sponsoring Swedish Tennis.....	102
12.3	Similar Events abilities to attract Sponsors	105
12.4	World-wide WTA events abilities to attract sponsors.....	106
12.5	Factors influencing interest in sponsoring tennis events.....	107
12.6	Interviews with Potential Sponsors	109
12.7	Support of Sponsors Summarized	120
PART III - PRACTICAL ISSUES		
13	VENUE	123
13.1	Methodology	123
13.2	Identifying the venues	124
13.3	Venue Possibilities	125
13.4	Venue Implications.....	127
14	FINANCIAL FEASIBILITY ASSESSMENT.....	129
14.1	Methodology	129
14.2	Estimated Costs	130
14.3	Estimated Revenues.....	134
14.4	Financial Implications	136
PART IV - ANALYSIS, RECOMMENDATIONS & CONCLUSION		
15	TIMING ANALYSIS.....	137
15.1	Methodology	139
15.2	Analysis of the WTA Schedule	141
15.3	2006 versus 2007	143
15.4	Göteborg's Perspective on Timing.....	143
15.5	Player's Preference	145
15.6	SvTF's Perspective on Timing	147
15.7	Media's Perspective on Timing.....	147
15.8	Sponsor's Perspective on Timing.....	148
15.9	The Audience's Perspective on Timing	148
15.10	Timing Implications	149
16	TIER ANALYSIS	153
16.1	Tier Implications	154
16.2	Stakeholder support: Tier 2 vs. Tier 3	155
16.3	Event requirements: Tier 2 vs. Tier 3.....	157
16.4	Tier Decision	159
17	RECOMMENDATIONS.....	161
17.1	Reasons.....	161
17.2	Practical Recommendations	162
18	CONCLUSION	165
18.1	Academic Reflections.....	166

19	REFERENCES	169
20	APPENDICES	177

List of Tables

Table 1: Estimated Financial Impact from a WTA Tournament in Göteborg	48
Table 2: Top European countries by tennis participants per inhabitant & number of WTA Tournaments in the country (Adapted from Appendix 8).....	89
Table 3: Number of tennis players in the regions of Sweden.....	94
Table 4: Audience Projection of Tennis Players	95
Table 5: Estimated attendance: Regardless of Tier	97
Table 6: Audience preference.....	98
Table 7: Estimated Attendance: Tier 2.....	98
Table 8: Estimated Attendance: Tier 3.....	98
Table 9: “Priority List” of Potential Sponsors.....	111
Table 10: Willingness of Sponsors.....	114
Table 11: Estimated Costs – Tier 2 & Tier 3.....	131
Table 12: Estimated Revenues – Tier 2 & Tier 3.....	135
Table 13: Available dates for Tier 2 & 3 tournaments.....	142
Table 14: Preferable Timing of the Stakeholders.....	149
Table 15: Recommended dates to host a WTA tournament.....	150
Table 16: Preferable Tier of the Stakeholders.....	157
Table 17: Tier Preferences.....	158

List of Figures

Figure 1: Getz’s Event Feasibility Model	18
Figure 2: Stakeholders Involved.....	33
Figure 3: Research Model	36

List of Appendix

Appendix 1: Strength of draw in February versus September/October	177
Appendix 2: Strength of Draw – Tier 2 versus Tier 3.....	178
Appendix 3: Impacts on Tennis.....	178
Appendix 4: Junior members and girls in Göteborg	180
Appendix 5: Survey of tennis participants	180
Appendix 6: Survey from Stockholm Open spectators	184
Appendix 7: Survey results of fans likely to attend	188
Appendix 8: Registered players by European country	193
Appendix 9: WTA Tour Spectator Demographics.....	194
Appendix 10: Calculations from determining Västsverige tennis participants.....	195
Appendix 11: Venue Requirements: Tier 2 and Tier 3	195
Appendix 12: WTA Rules/ Player Guarantees.....	196
Appendix 13: Göteborg event schedule 2006 & 2007	197
Appendix 14: WTA future plans	198
Appendix 15: Analysis of the 2005 WTA Calender – January & February	199
Appendix 16: Analysis of the WTA Calendar – September/October, 2005	200

PART I – BACKGROUND

1 INTRODUCTION

This first chapter will provide an overview of the main purpose of this thesis. It will begin by presenting a background of the research topic, which will introduce the reader to the research problems and the involved parties. Subsequently a short description of what categorizes a typical Women's Tennis Association (WTA) event is presented. The research questions are then discussed and outlined in more detail. Next is a description of the contribution the thesis will provide on both an academic and professional level. The introduction is concluded with a summary of the delimitations involved in the thesis.

1.1 Background

The possibility of Göteborg hosting a professional women's tennis tournament, namely a WTA tour event, has been discussed by both Göteborg & Co and the Swedish Tennis Association (SvTF) for quite some time. Both parties have been expressing their interest in the event and have been speculating about the potential consequences. However, up to this point no research as to measure the feasibility of the event has been conducted. The aim of this thesis is therefore to determine for the SvTF and Göteborg & Co whether or not it is feasible to establish a WTA Tournament in Göteborg that can be financially successful in five years.

Göteborg & Co is an organization responsible for promoting the city of Göteborg and increasing the quality of life for its residents. They are continuously looking for events that create a broader range of culture and entertainment to the city and its residents. Göteborg & Co has realized the importance of events and how much they mean to the city, its economy and its residents. They have also realized how much events can contribute to building the image of Göteborg on an international scale.

However, despite the recent successes that have contributed to making Göteborg one of Europe's top event cities, there are still areas that can be improved. Despite the large number of events the city hosts there has been a distinguishable lack of events offered to the more high-income citizens and

tourists. Additionally, there have been too few women's sporting events. This lack of events to the higher income resident and the opportunity to host another world wide popular women's event are key reasons why Göteborg & Co is enthusiastic about bringing a professional tennis event to the city.

The Swedish Tennis Association has identified a need to develop more female talents and has promised to strongly prioritize women's tennis in the future. The organization has set out various strategies for achieving their objective of developing women's tennis so that Sweden becomes one of Europe's top five tennis nations in a few years. One of their strategies is to increase the number of international tournaments within the country.¹

The Swedes have been spoiled by the numerous male tennis successes. A big reason for Sweden's success in developing male talents has been due to the various ATP tour events hosted in Sweden, including the Swedish Open, Stockholm Open and the Davis Cup. These tournaments have attracted many world-class players, been very popular among the audience and have had tremendous impacts on Swedish tennis, especially men's tennis. A large amount of the profits generated from the events have been invested in developing future tennis players. The ability for the players to participate in international tournaments on Swedish ground has been a very important ingredient for player development, as has the opportunities for kids to watch their role models play tennis live. The work is intensifying in order to find similar solutions on the women's side.

The desire of both the SVTF and Göteborg & Co to bring such an event to Göteborg has surprisingly brought little actual research analyzing the possibility of hosting the event. Therefore, a study is needed to determine if a WTA Tournament is feasible and if it will meet the desires of both parties.

1.2 A WTA Tournament Described

WTA Tournaments are the most elite women's tennis tournaments in the world. All WTA Events are part of the WTA Tour, which is a yearlong competition that is played in over thirty countries across the globe. The success of the WTA Tour is undisputable. It is currently the worlds leading

¹ Svenska Tennis Förbundets Års Bok, 2003

sport for women and growing.² The players on the tour are the most well known female athletes in the world, and the top players are even considered international celebrities. In 2002, Forbes listed five WTA players in their list of the world's top 100 celebrities.³

In addition to the popularity of the players on the Tour, the WTA has also had success from a business standpoint. The tour has been steadily increasing its interest in recent years. Over the last five years the number of worldwide spectators has increased by 20 percent. Last year the tour drew more than four million live spectators. The audience attending WTA events are also attractive for sponsors as they are highly educated, wealthy, and tend to be business leaders and other professionals.

A typical WTA tournament is a weeklong event, which consists of both a singles and doubles competition. The majority of fans are at the event to watch tennis, but there are still a number of side activities at each tournament, which serve as side attractions for fans of all ages. Large tennis clubs often hosts the tournaments, but many tournaments are also hosted in a modified non-tennis venue.

WTA Tournaments average around 40,000 spectators, but can vary greatly depending on the level of the tournament.⁴ There are actually a number of different types of tournament on the WTA Tour. Besides the Grand Slams, which are widely known, all the other tournaments are divided into five different levels or Tiers with a Tier 1 being the highest level and a Tier 5 being the lowest level. The Tier of tournament determines the quality of players who will be attending the tournament. As higher Tiers attract higher ranked players, event organizers are required to pay more prize money to the players, and are also much more expensive to acquire than lower Tier events. The WTA currently has high-level events in nearly every European country except the Nordic countries. Although the success of the WTA has been considerable internationally, it is still unknown whether a market for a WTA event exists in Sweden.

1.3 Problem Discussion

² WTA Tour Inc, Sponsor Brochure

³ *ibid*

Events constitute one of the most exciting and fastest growing forms of leisure, business, and tourism related phenomena. Their special appeal stems from the limited duration and uniqueness of each event, which distinguishes them from the permanent institutions and built attractions. This appeal often elevates events above ordinary life experiences.⁵ The realization of the uniqueness of events has led to a growing number of institutions focusing on the field of event management.

As events have grown in popularity, communities have realized the need to capitalize on events in order to enhance the image of the city and to attract residents and tourists. Building a portfolio of events has become an important step for the growth of a city. Göteborg is no different, they also need to promote their city and try and improve the image of Göteborg. The cities tourist organization, Göteborg & Co, is considering promoting the city of Göteborg by attracting a WTA Tournament.

However, having the interest of one tourist organization is not going to make the event a reality. For a WTA Tournament to actually come to the city, many organizations contributing resources to the event must also be convinced that the tournament will be beneficial enough for them to take the considerable financial risks associated with acquiring such an event. While it is not yet known who would acquire the event, it is known that to actually determine the feasibility, a study must be done.

Feasibility studies are not a new practice. They are a daily occurrence in the world of event management, and large amounts of money are placed on the reliability of such studies. Performing a feasibility study lowers the amount of risk associated with bringing an event to a city, analyzes sources of revenue, and can even be used to build support for the event. Because of the risk involved in bringing an event to a city it is critical to perform an accurate analysis of whether or not the event will succeed.

Every feasibility study must include a wide number of issues, which will determine if the event is viable. This includes looking at the history of other similar events, determining if a market exists for the event, finding an appropriate venue, determining the costs associated with the event, as well as

⁴ WTA Tour Inc, Attendance Figures

⁵ Getz, 1997

looking at the impacts from the event and the support from political and community organizations. Only after taking into account all these points can a decision be made regarding the feasibility of the event.

A WTA Tournament is similar to other events in that it requires an available venue, enough spectators, media and sponsors to support the event. However, there still exist some areas where WTA Tournaments are unique. Because of this, being able to learn lessons from other WTA Tournaments is critical. Benchmarking to similar events offers the opportunity to help identify what factors are the most critical to determine when analyzing the feasibility of bringing a WTA Tournament to Göteborg.

For any event to succeed, it is important to have the support of the stakeholders associated with the event. The stakeholders involved with a WTA Tournament in Göteborg include the local tennis community, the media, the sponsors, the audience, the players in the tournament, and naturally the SvTF and Göteborg & Co. While certain stakeholders may play a bigger role in determining the feasibility of the tournament than others, the belief is that the tournament will not be desirable or suitable without the support of each one of these stakeholders. Therefore, the initial goal of the report must be to determine whether or not the stakeholders involved would support the event.

The support from the stakeholders goes a long way in determining if an event is feasible or not. However, there are certain practical issues that a feasibility study cannot ignore. It does little good to determine that all the stakeholders will support a WTA Tournament if the city of Göteborg may not even have a venue that is suitable for the event. For this reason, potential venues in the city must be looked at with regard to their availability, what size of audience can be accommodated, and their suitability for a tennis event. Another practical issue that needs to be considered is the financial aspects related to the event. Since acquiring a WTA event is a large financial commitment it must be known if the event can be afforded.

The last practical issue, which must be considered, is the timing of the event. The stakeholders have different schedules and preferences when it comes to timing. Finding the appropriate timing for a WTA event has proven to be difficult and extremely critical for the event to succeed in the long run.

Unless the event is scheduled during an attractive time, the event will not attract top players, media, sponsors or audience.⁶ Each of these different groups is vital to the success of the tournament. Therefore, in order for the event to be feasible it is preferable to host the event during a time that fit the schedule of most organizations.

The most difficult issues associated with studying the feasibility of a WTA Tournament is deciding what Tier is the most desirable and suitable to host. There are different categories and levels of WTA events, which each will have different consequences for the involved organizations (for a complete description on the different level of tournaments please see Tier Classification on page 26). Each WTA category requires a different amount of investment and attracts a different number of audience, sponsors and media to the event. This issue is further complicated by the fact that various groups and organizations involved in the event have different needs, wants and goals associated with the tournament. This study only looks at the possibility of acquiring either a Tier 2 or Tier 3 WTA Tournament. This decision is taken because Göteborg & Co wanted to host a more prestigious tournament than the current WTA Tournament in Stockholm, which is a Tier 4 event. The reason only Tier's up to Tier 2 can be considered is that the WTA only has a limited number of Tier 1 tournaments and acquiring them is nearly impossible.

The Tier issue so drastically affects the support from the different stakeholders involved that it is possible that one of the Tiers may actually be feasible while a different Tier may not be. For this reason it is important to take the decision regarding the Tier of the tournament after consulting with the individual stakeholders. The goal here is to match up a Tier to all the stakeholders involved while considering the practical issue regarding the venue, timing and financial aspects. In order for the WTA Tournament to be desirable and suitable it must have all the stakeholders supporting the choice of Tier for the event. It is only after this is considered that a decision can be made regarding the feasibility of the tournament.

⁶ Tournament Director Interviews, 2004

1.4 Problem Formulation

For the thesis to be carried out in an efficient and structured manner it was important to specify the research question that will be answered as clearly as possible. Taking into account the interest of the SvTF as well as Göteborg & Co it was determined that the thesis would focus on the following question:

“Is it feasible to establish an annual Tier 2 or Tier 3 WTA Tournament in Göteborg with the potential to be self sustaining in five years?”

Feasibility is defined as being “*desirable, viable and suitable.*”⁷

In order to be able to accurately answer the main research question, it is necessary to split the main question into a set of sub-questions. It is only after the sub-questions are answered that an answer to the question of the feasibility of the tournament can be made.

- What lessons can be learned from similar events that can help evaluate the feasibility of a WTA Tournament in Göteborg?
- Will it be possible to gain the support of the stakeholders needed for the event to succeed?
- Does the capacity to host the event exist with regard to financial and venue concerns?
- What decisions can be made regarding the timing and the Tier of the tournament to make it most likely to succeed?
- Are the existing feasibility study models sufficient for dealing with the importance of the different stakeholders involved in an event?

1.5 Purpose

The purpose of writing this thesis is two fold. The first is to provide both the Swedish Tennis Association and Göteborg & Co a study of whether or not it is feasible to establish a WTA tour event in Göteborg. Knowing that both organizations have realized the benefits that a WTA event hosted in Göteborg can have, it is now up to the students to determine if the event is feasible and what consequences the event can have i.e. does it meet the needs of both parties and is it really in their best interest. The Swedish Tennis Association wants to know if the event will contribute to improving women’s tennis and

⁷ Getz 1, 2004

Göteborg & Co wants to know if the event is a good match for the city and its residents. This study will lay the ground for both organizations whether or not the event is desirable. The students hope to provide a true picture of the situation, which both parties can rely on to make a wise decision.

The second goal of this thesis is to determine if the existing feasibility models sufficiently deal with all the issues a feasibility study should. The existing feasibility study models tend to avoid the desires of the different stakeholders involved in events. The goal is to determine whether or not considering the desires of the stakeholders involved in an event before it is actually established affect the feasibility of such events.

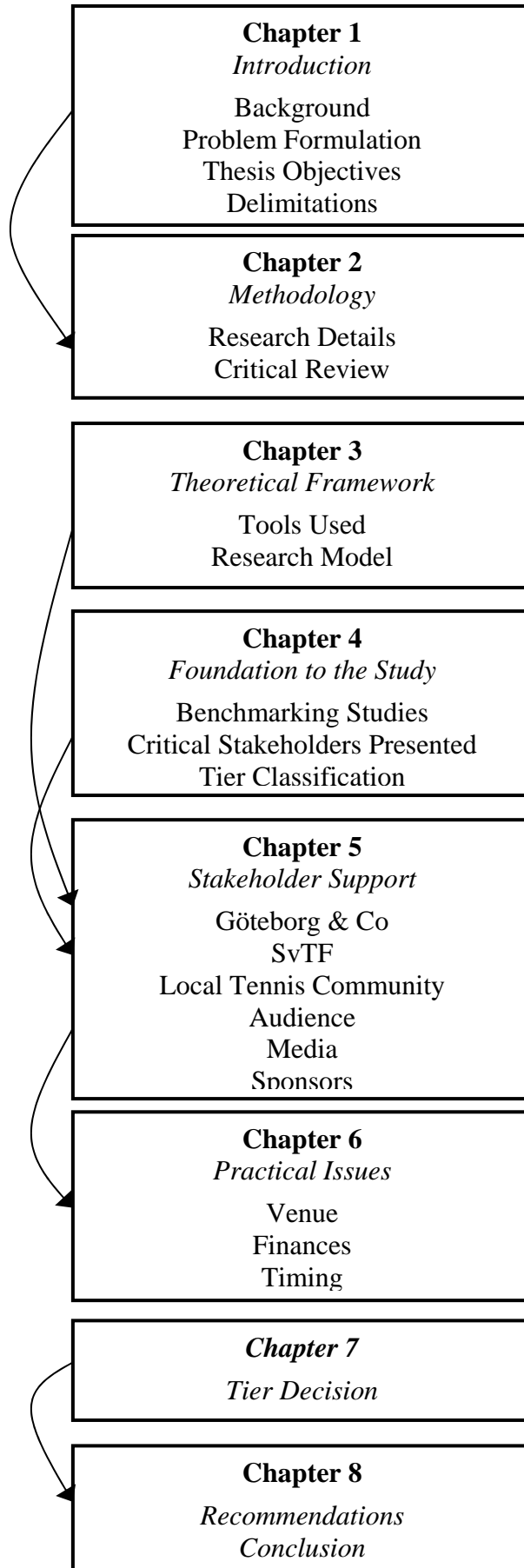
1.6 Delimitations

It needs to be made clear that this thesis is limited to a certain extent in its research. The research conducted only analyzes the possibility of hosting a Tier 2 and Tier 3 Tournament. This is because the authors knew Göteborg & Co desires with the event from the beginning and knew that they were only interested in an event that attracted top tennis players. Any Tier lower than a Tier 3 does not meet these requirements so both Tier 4 and 5 events were excluded. In addition, a Tier 1 event was excluded from this research because they are so difficult to acquire. Therefore, more research is needed to determine if a different Tier event would actually be feasible for the city.

Another limitation is that the research conducted does not measure the suitability of Göteborg as a host city in comparison to any other cities in Sweden. Therefore, the SvTF should conduct more research in order to find the suitability of other cities in Sweden.

Because the students were naturally not trying to sell the idea, they could not present any sort of sponsorship proposal to potential sponsors. Therefore it is impossible to know exactly how much money the sponsors are willing to invest. Therefore, it is impossible to make a final decision on the financial feasibility of the tournament.

1.7 Disposition



2 METHODOLOGY

The aim of this section is to give a description of the research conducted throughout this report as well as an understanding of why the thesis is structured in the manner it is.

This report uses a dispersed methodology, which means that the specific research techniques are described within the corresponding sections. Therefore, this methodology focuses on presenting a general overview to the research conducted.

A serious attempt has been made during the course of this thesis to make sure the research conducted was reliable, credible and valid. This was done in order to present as realistic picture regarding the possibility of hosting a WTA event in Göteborg. Consideration has been given to gather enough information to make educated decisions, as well as making sure the sources of the information are reliable. To fulfill these objectives it was determined that the research strategy would be to gather information from various experts in each field.

The work conducted in this thesis began with an attempt to learn how feasibility studies are usually conducted. The goal was to then apply these models to the specific case of analyzing the feasibility of bringing a WTA Tournament to Göteborg. The wish was to be able to go about the work in a deductive manner, which would have allowed using an existing and trusted feasibility model to structure the report around. One important lesson that shaped the work was the idea that for an event to be *feasible*, it must be determined to be viable, desirable and suitable. This went against the author's initial view that feasibility only measures the viability of starting an event, and does not take into account the desirability or suitability.

At the same time that various feasibility models were being analyzed, extensive research was conducted to learn about WTA Tournaments and what must be considered when establishing such events. To do this, a number of case studies were performed, which set the ground for what factors determine the feasibility of such tournaments. The goal of these studies was to learn about the requirements of WTA Tournaments and also to learn why some may have failed and others became more successful. From these benchmarking studies, it became evident that there is a common set of

requirements for a WTA Tournament to succeed. While some of these issues were covered by previous feasibility studies, some of them were also missing from these models. This meant that for an accurate study to be performed, these extra issues must be incorporated into the study to ensure that all the necessary aspects were covered.

The lesson learned from these benchmarking studies was that a set of stakeholders existed whose support was needed for a WTA Tournament to be feasible. In this respect, the work at this point changed very much from a deductive sort of approach, where effort was made to use a structure from existing feasibility study models, to an inductive approach where after observing WTA Tournaments, it was determined that additional aspects must be measured to determine the theory for the study. This meant that the research shifted to focusing on determining which stakeholders were needed for the feasibility of tournament and then to trying to determine methods to measure the support of each stakeholder.

Measuring the support of each stakeholder is an enormous task because there are so many of them, and also because the work becomes much more complicated because the WTA Tour has different categories of events. The different Tier has such a large impact because it drastically alters the characteristics of the event, which means that it is possible for the support of each stakeholder to vary according to the Tier of the event. This means that the support of each stakeholder was measured with respect to both a Tier 2 and Tier 3 tournament.

Because it is unlikely that each stakeholder would have the same desires regarding the Tier of the event, the goal was to rank the stakeholders in terms of their importance to the event. The belief was that while many stakeholders are inevitably associated with the tournament, not all of them must be critical for the feasibility. However, this became impossible to do because using the definition of feasibility; an event must be viable, desirable and suitable. After looking at the failures of other events, we felt that for a WTA event to meet all three of these objectives, it must have the support of all the stakeholders mentioned. In addition, many of the stakeholders are so interlinked that deciding which stakeholder is the most important becomes impossible.

In order to measure the support of each stakeholder, the requirements of each had to first be identified. Research was then conducted to see if each of these conditions could be met. The problem with this is that it demanded separate research for each stakeholder. Because these methods varied drastically and incorporated such different research, the methodology for each stakeholder is described in the corresponding section.

However, some research was conducted which is applicable for a number of sections. This research will be described below since describing it in the various sections would mean overlapping work.

The majority of the information was conducted using primary research. Seventy-eight different interviews were conducted with the various stakeholders, tournament directors and other organizations that would be involved in the event (See the reference list for the exact number of interviews conducted within each category). These interviews were either face-to-face interviews, which were normally between one or two hours long, or phone interviews ranging from five minutes to thirty minutes.

A survey was conducted at the Stockholm Open among approximately one hundred tennis fans to gauge attitudes regarding a WTA tournament in Göteborg. At the same time, approximately one hundred additional surveys were handed out to tennis players in Göteborg and the surrounding area to get an idea of the interest of attending a WTA Tournament in Göteborg. The surveys were distributed among tennis players who willingly filled out the survey at the Ullevi, Pixbo, GLTK tennis clubs and at a tournament in Halland. All the surveys distributed were around twenty-five multiple-choice questions in length and took approximately five minutes to complete. They were conducted using a stratified sample method, which means the results of the surveys served more of an exploratory purpose. An exploratory survey was deemed suitable in this case since a majority of people attending tennis events are indeed tennis fans.

In addition, secondary information was gathered which focused initially on determining what theories could be used to help in the work, then focused on gathering quantitative information that could help determine the attractiveness of WTA Tournaments as well as statistical information regarding the potential audience in Sweden.

More specific information regarding the information gathering process can be found at the beginning of each corresponding section.

2.1 Critical Review

After reflecting on the research conducted, some lessons were learned that could have enhanced the study. The survey conducted at the Stockholm Open, which targeted potential audience should have been designed differently. If spectators could have answered a question that determined if they were visiting from outside of Stockholm as well as answered another question regarding their total spending during their stay, then a more accurate picture of the economic impact from a tennis event in Sweden could have been given. In addition, the surveys were asked during the first day and qualifying stages of the tournament, which may have underestimated the usual amount of spending because these stages of the tournament attract slightly different types of fans.

A limitation encountered when forecasting the audience is that the authors were not able to obtain information on how to estimate the dropout rate from the surveys conducted. Because the drop-out rate was not known, certain assumptions had to be made when estimating how many fans that were expected to actually attend out of the number who stated that they would likely attend. This limitation also affected the accuracy of the economic impact study because it was based on the number of fans attending the event.

To identify potential sponsors for the event, the authors used what they felt was the most applicable method regarding the circumstances to target specific sponsors. While academic material was consulted, the method used has not been applied to any previous studies, which should be done to reinforce its credibility.

While it is known that the popularity of the WTA Tour is increasing, the exact degree is not known. This is because the information available was based on increases in attendance, increases in prize money and interviews conducted. While these are useful indicators they still do not measure how much more money the tournaments or Tour on a whole are drawing in compared to several years ago. Having access to the rate of the increase in

TV numbers, or the increase in sponsorship revenues over the years would have allowed a more accurate picture regarding the attractiveness of the Tour. However, these numbers were likely unavailable as the WTA was unwilling to release these due to confidentiality issues.

More research could also be conducted in order to recommend a specific venue for the event. While two venues were identified as meeting all needed requirements to host the event, time restrictions limited the ability to visit GLTK tennis club, which would have allowed for a specific recommendation regarding the most appropriate venue for the event.

3 THEORETICAL FRAMEWORK

In this section the theories being used throughout the thesis will be portrayed. It will begin with a presentation of feasibility studies and what is generally contained in such studies. This will be followed by a summary of the stakeholder theory and how it is applied to events. The section will be concluded with a discussion of tools used to measure economic impact from events that will be applied later in the report.

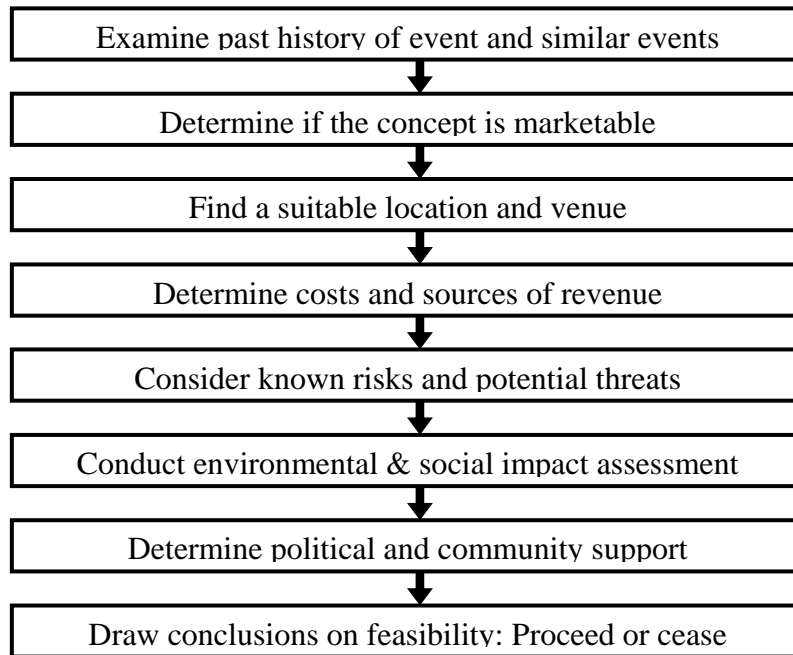
3.1 *Event Feasibility Studies*

In order to measure the feasibility of the WTA event in the most accurate way, it is important to use methods that have been proven to be effective. For this reason, other feasibility models were analyzed before deciding upon how to proceed with the report. Through the literature consulted, one model stood out as being the most complete and relevant to this specific case. This model is developed by one of the foremost researchers in the field of event management, Donald Getz.

Getz's feasibility studies are based on determining if the event is *viable, desirable, and suitable*.⁸ The following model demonstrates the issues that Getz feels are required for determining the feasibility of an event. The research is meant to be performed linearly leading up to a final decision regarding the feasibility of the event.

⁸ Getz 1, 2004, pg. 1

Figure 1: Getz's Event Feasibility Model ⁹



Authors Thoughts: Event Feasibility Studies

Getz's model is the initial theory the students attempted to use as the basis for this report. The model was an excellent reference for the study to expand from. In fact, every element included in the model above is accounted for in the study performed. However, certain problems were encountered when attempting to answer specific stages of the model. One good example of this is the second stage of the model, when the attempt is to *determine if the concept is marketable*. This implies mainly a study of the audience in the area to see if a market exists for the event. However, it fails to account for the fact that in many cases, the media can actually drive the marketability of an event.

Therefore it would be helpful to note that the media should be analyzed to determine if they would theoretically support the event. But in most cases the support of the media will actually depend on other factors that need to be considered, such as the venue, or the amount of political and community support the event is given. This train of thought can be continued until all the aspects relating to the event are connected in an interrelated sort of web. Because Getz goes through the study in a linear way, it is not possible to determine the impact that the later stages can have on the beginning steps.

⁹ ibid

Perhaps the biggest shortcoming of Getz's event feasibility model is its limited use when different possible dates or levels of the event are considered. The heart of this problem can be traced to the fact that the authors must determine the feasibility of a tennis tournament that has two Tiers as well as flexible timing. The end goal is to attempt to recommend which Tier will make the event most desirable and to identify the timing that would be most feasible. Getz's model lacks the ability to determine any sort of preference when performing a feasibility study between events with various sorts of levels. Being able to identify the appropriate timing or level of the event cannot be done without first determining what groups are the most critical to please when deciding these two options. This is the main aspect not included in Getz's model, which brings us to the next theory discussed.

The last issue to consider is that Getz does not include researching the support of sponsors anywhere in his feasibility model. It is instead included as the next step of establishing the event, as he recommends using the feasibility study to gauge the support of sponsors. The problem with talking to sponsors after the initial study is that it fails to account that sponsors may desire certain characteristics of the event that have already been determined without consulting them. This lends more argument that the needs of the groups involved with the event must be considered before determining the events characteristics, not afterwards. In addition, by failing to measure the support of sponsors in the pre study there is a risk that once the event is about to be established the financial resources needed to run the event cannot be raised.

3.2 The Stakeholder Theory

The Stakeholder theory is included in the report as a way to help determine the characteristics of the tennis event, which will make it the most desirable and feasible. The Stakeholder theory was actually initially developed to help describe how large corporations should take into account the groups who have an interest or "stake" (that is affected, or affected by) what the corporation is doing.¹⁰ According to Freeman, the purpose of the firm is to serve and coordinate the interests of its various stakeholders. This view is in strong contrast to the stockholder model, which holds the view that other

¹⁰ Freeman, 1984, pg.2

stakeholders – particularly employees – do not count. The Stakeholder theory was initially intended as a critique of the strong stockholder doctrine in US corporations that placed so much value on increasing the wealth of the stockholders above all else.¹¹

However, the Stakeholder theory has also been adapted to events, which is the purpose of including the approach here. The theory is useful with events because of its ability to portray the desires of all the other stakeholders involved in setting up an event. As will be described later in the section, events are inherently connected to a number of stakeholders and understanding these groups and their goals associated with the event is a necessary step in order to determine the feasibility of an event.

One of the major issues coming forth in the management of events is the recognition and “management” of event stakeholders.¹² An event stakeholder is defined as *“any individual or organization that can influence your event or event organization, or are affected by you.”*¹³ Acceptance of the notion of event stakeholders means that for an event to be run successfully, it is important that the desires of all the diverse stakeholders are taken into account and managed correctly.¹⁴

The goal of each of the stakeholders will be to seek benefits that outweigh the costs associated with the event.¹⁵ Because each stakeholder is looking out for their individual interests, it is inevitable that conflicts will be created when stakeholders share different desires. Being able to prepare for and avoid potential conflicts is one of the central issues of the Stakeholder theory.

This means that the role of the middleman, the event manager, can be a difficult one. It can be necessary for an event manager to make a decision that may go against the desires of some of the stakeholders. The need to balance the desires of the different stakeholders has given rise to this approach, which was developed because events are so complex that managers are unable to perform all the tasks by themselves. Without the support of other stakeholders that are important to the process an event can be a complete

¹¹ Price, 2004

¹² Cleland, 2002, pg.161

¹³ Getz, 1997

¹⁴ Cleland, 2002, pg.161

¹⁵ Froman, 1999

failure. The Stakeholder theory can be used to help evaluate the relationships that are key to the survival and feasibility of an event.¹⁶

Authors Thoughts: The Stakeholder Theory

Applying the Stakeholder theory when researching if an event is feasible provides important information that a normal feasible study would not. Recent research has been conducted in the event management field that backs up the importance of considering stakeholders desires prior to the establishment of a project or event. In his recent book on event management, Cleland emphasized the importance of considering stakeholders desires prior to the establishment of a project or event. Cleland states that, “A prudent project manager would ensure that stakeholders play an important and supportive role in the design and development of project strategies.¹⁷ This statement means that Cleland believes that stakeholders must be considered when deciding event characteristics to ensure the most optimal characteristics are chosen. This is critical for the event discussed in this report because tennis events do have different potential levels and Tiers that can be chosen. Therefore, identifying the desires of the stakeholders that will be critical to the success is an important step *prior* to establishing the event.

If the desires of stakeholders are only taken into account after an event has been established, it may be found that the whole motivation for setting up the event may be unfounded. For this reason, it has been decided that the most appropriate way of determining the feasibility is to determine what the support of each of the potential stakeholders are prior to the establishment of a WTA event. By doing this, a more realistic picture of the feasibility of such an event is presented. The stakeholder theory not only realizes the importance of the actors involved, but also can identify their actual desires and is therefore useful when deciding between events with different characteristics.

Using the Stakeholder theory along with Getz’s feasibility model, as well as applying case specific elements applicable to a WTA Tournament in Göteborg has provided the framework used to evaluate the feasibility of the event.

¹⁶ Getz, 1997

¹⁷ Cleland, 2002, pg.175

3.3 Stakeholder Specific Tools: Economic Impact Methods

As discussed above, determining the support of stakeholders to an event is an important part of this report. One of the important actors involved in the WTA event is the city of Göteborg. Measuring the economic impact from an event is a key way of gaining political support within the community.¹⁸ However, there has been recent debate that the current way of conducting such studies and the measurement and interpretation of the expenditures may be flawed.¹⁹ In addition, it has been brought up that despite the importance of these studies, it is surprising how often the results are falsified because of the complexity and demanding nature of such research.²⁰

Because of the controversy regarding the accuracy of many economic impact studies, it is important to provide a clear understanding of the methods used in this report in order to judge their validity.

Liberal versus Conservative Approach

To begin with, one must decide to use either a liberal or conservative approach to the impact study. Event organizers will often use a more liberal estimate because it generally takes into account all the expenditures associated with the event regardless of whether or not they come from residents who live in the area or from tourists. This view obviously exaggerates the spending from an event because the spending from people who live in the area should generally not be counted in such a study. That is because a resident in the area will most likely spend their money somewhere else in the city if it is not spent at the event.²¹

The other option is to use a more accurate and conservative approach. This generally takes into account only the spending by people who have traveled outside of a 100km radius to get to the event or spend the night at a hotel in the area. To make the study even more accurate it should only include those travelers who are in the area for the sole purpose of attending the event. This

¹⁸ Daniels, 2004, pg.117

¹⁹ Stymes, 1999

²⁰ Graham, 2001, pg. 234

²¹ ibid

eliminates any expenditure from “time switchers” who are visiting the area for another reason but for some reason decided to attend the event.²²

Authors Thoughts: Liberal versus Conservative Approach

The goal of conducting the impact study in this report is to provide as accurate an analysis as possible of the impacts in order to predict the support of Göteborg & Co. For this reason, the conservative approach has been used when interpreting the spending from an event. Discussed below are the actual methods used to measure the impact in this study.

The Survey & Non-Survey Method

There are two commonly accepted ways of measuring the economic impact from an event. Graham states that the two general ways to estimate the size of economic impact are the survey method (primary data collection) and the non-survey method (secondary data collection).

The survey method relies on collecting data from attendees at the event by asking what their expenditure was. The surveys can be conducted by a variety of different methods including through interviews (by phone or in person), self-administered surveys, or even with expenditure diaries collected after the event.²³

The non-survey method is the most often used way of measuring economic impact at events because it is the most convenient and economical. For this method the visitors or convention bureau develops a per capita expenditure figure, which is then multiplied based on the number of visitors and the number of nights the visitors stay in the area. This then gives a rough estimation of the economic impact an event may have.

Authors Thoughts: Survey versus Non-Survey Method

While both the survey and non-survey method are viable techniques they do both have some drawbacks that must be mentioned. First off, the survey

²² ibid

²³ Daniels, 2004

method relies strongly on the survey techniques used and can also be costly and time consuming. On the other hand, the non-survey method relies on how the previous studies were conducted, which provides the per capita expenditure number. If these studies were not conducted accurately then the information taken from them will not be accurate either. In addition, it assumes that spectators at all types of events spend similar amounts of money, which is obviously not true.²⁴

In order to provide as accurate an economic impact study as possible, the authors decided to use both the survey and non-survey methods, which allows for a comparison of the results from both methods. This should provide as accurate an estimation of the impacts from a tennis event.

3.4 Theoretical Framework Concluded

Described above are the theories that will be used throughout this thesis to determine feasibility. Based on these theories the authors have designed a research framework to be used throughout the report. However, the research framework cannot be presented until later in the report because it draws on some important points that will be described in the following section. The next section describes lessons learned by other tennis tournaments, which helps ensure the research accounts for any specific issues applying to tennis tournament.

²⁴ Graham, 2001

4 BENCHMARKING STUDIES

A benchmarking study of other tennis events was conducted in order to learn from the success factors and avoid mistakes of similar events. This assists in making proper decisions prior to establishing the event, eliminates risks and lowers the risk of the event failing. But most importantly, it seeks to pinpoint the critical factors that are important in order for an event to succeed. Once those factors are identified and the relations between them are established, the most essential ingredients to the feasibility study can be determined.

The Stockholm Open, Swedish Open and the Nordic Light have all been benchmarked. The reasons for including these are that they are all tennis events located in Sweden and therefore attract similar audience, sponsors and media. The tournament directors of these events have much experience in attracting and satisfying TV, Media and sponsors. Furthermore, they have recently gone through the same steps of attracting players, determining the category and timing of the events. In other words, many lessons were to be learned and many parallels can be drawn from these tournaments.

4.1 A Brief Background of the Events

A brief background of the events, their success factors and encountered problems are discussed below.

The Swedish Open

The Swedish Open is an ATP (men's professional tennis tournament) located in the heart of Båstad, which is a summer town on the Swedish West coast. Ten years ago, the Swedish Open was threatened to go out of business. The players did not even consider coming to Båstad, the audience did not show up and the sponsors had no interest in the event. Today, the Swedish Open is a very successful event. People are on holiday and love to be in Båstad during that time. The event has attracted strong international players and has had good national players advancing far in the tournament. In fact, the Swedish Open was voted the tournament of the year two years in a row by the players themselves. The strong quality of the players has drawn an increasing interest from the media. Today the Swedish Open draws much interest from the audience. People come for many other reasons in addition to watching tennis.

For example, there are activities for all audience groups. The financial stability of the event is one of the reasons to its success; sponsors are standing in line to sponsor the event.²⁵

The Stockholm Open

The Stockholm Open is an ATP tournament that is located in Stockholm. The event was initially established in order to give the Swedish people the ability to watch world-class tennis on home ground. The Stockholm Open has been very good at maintaining that spirit, which still exists today. The event was built up with a long-term perspective in mind. Today it is Scandinavia's largest yearly returning sporting event and among the largest event the audience, media and sponsors can be part of. It was voted Europe's most well organized tournament in 1992 and 1999.²⁶ Today the event attracts world-class players, a large audience, large media exposure and satisfied sponsors. The event is owned by two local Stockholm clubs and the Stockholm tennis association, which has enabled the profit of the event to go to the development of kids' tennis in the region. This has also contributed to generating substantial support from the local community, clubs and volunteers, who have been happy to take part in the event.²⁷

The Nordic Light Open

The Nordic Light Open is the first professional tennis tournament for women to be hosted on Swedish ground. It was hosted for the first time last year during the first week of August at Stadion in Stockholm. It is a WTA tour event that is in the second lowest WTA category (Tier 4). The Nordic Light Open is not a permanent event; instead it belongs to a series of events that is supposed to move around in the Nordic countries. However, it was just announced that it should be hosted in Stockholm next year for a second time. Although the Nordic Light Open is a lower category than what appears to be in Göteborg's best interest, it is indeed a WTA tour event that recently came to Sweden, which means that the event has many lessons to teach us.

The starting year went very well from an organizational perspective. The Nordic Light got good credits for its good organization. The goal of the event

²⁵ Cederlund, 2004

²⁶ Morten Gierlöff, 2004 (Swedish Tennis Association & Associated Clubs)

²⁷ Per Hjertquist, 2004 (Tournament Directors)

was to contribute to the development of the future of women's tennis in the Nordic countries. The event organizers have a long-term view of the event and realize that it takes time to build up the event both from the audience interest and financial perspectives. Many Swedish players got a chance to play in the event, which generated interest and "locker room talk" among younger tennis girls, especially in the Stockholm region.²⁸ Additionally, the tournament directors did an excellent job of matching the brand image between women's tennis and sponsors.

However many mistakes were also made prior to establishing the event. Very little research was done to determine feasibility and support from the various stakeholders prior to establishing the tournament in Stockholm. It appeared that the event did not have proper support from the audience or the tennis clubs in Stockholm, which proved to be a problem as the event did not attract many spectators or attract the needed volunteers.²⁹

The fact that very few spectators attended the event can however be explained by two factors. Firstly, the timing of the event was terrible, especially from the perspective of media and audience. It was scheduled during the holiday season (first week of August) the week before the Olympics, during the HP Open in Golf and the European Football Championship.³⁰ Secondly, since the Nordic Light Open is the first WTA tournament in Sweden there is no culture among the audience to watch women's tennis events. However, it should be stated that building up the interest among the audience can take time. According to the director of WTA Europe, building up interest for a WTA event typically takes two years.³¹

The low support of the local tennis community can partly be due to the fact that the event was owned by ATS a group of private people. If the event would instead have been owned by the local tennis clubs, more people may have been willing to volunteer their time working and attending the event. This resulted in the event organizers having to pay for their staff, people that normally volunteer for the Stockholm Open.³²

²⁸ Mikael Larsson, 2004 (Tournament Directors)

²⁹ *ibid*

³⁰ *ibid*

³¹ Björn Alven, 2004 (Swedish Tennis Association & Associated Clubs)

³² Abductive reasoning by the authors

4.2 Lessons to be Learned

By comparing a number of professional tennis tournaments some interesting points were learned that must be included in this study. What was learned was that for a tennis event to be successful, the support of a number of groups must be in place. These groups are outlined below.

Without Sponsors – no event

Events are expensive to acquire, start up and run. In order to cover the costs of the event, money must be raised. In other words, there must be sponsors willing to invest, or else, the event will not be feasible. In fact, according to the tournament directors, the aim should be to have all costs of producing the event covered by sponsorship revenue. Getting sponsors can be hard as many events compete for sponsorship money. The sponsor's willingness to sponsor events mostly depends on the state of the economy and their willingness to build their brand in association with tennis. However, in order for sponsors to be interested in the event, they require good players, interest from the audience and media exposure.

Without Media - no event

Media coverage is a necessity in order to get the interest from the audience and sponsors. If there is little media coverage the audience may not even know the event exists. Since sponsors are concerned with getting media exposure, they will not be interested in sponsoring the event if it is not broadcasted on national TV. Due to the few national TV channels in Sweden, getting the event broadcasted is a really critical but difficult task.

Without Audience - no event

Sponsors, media and players are concerned with interest from the audience. Sponsors are investing in the event in order to get brand exposure, create client relations and build its brand. Without enough people from their target market showing interest in the event, the sponsors will not be satisfied as their money will not be worth while. Many other events are competing for Media's interest and if there is not enough interest among the audience, the media will not cover the event. The players have many tournaments to choose from and will only play the events which provide them with the most memorable experience. And as the head tennis official of Sweden stated

“There is no larger killer of events than having empty seats.”³³ The Nordic Light Open attracted few spectators which contributed to negative feelings from many stakeholder groups towards the event. The national TV channel TV4 indicated that they may not want to broadcast the Nordic Light Open again.³⁴ On the contrary, because of the increasing audience rates at the Stockholm Open and Swedish Open, the media is increasing their coverage and the sponsors are now standing in line in order to sponsor these two events.³⁵

The players drive the interest

Both the Stockholm Open and the Swedish Open have experienced the importance of attracting good players to their events. If the event attracts good players, the interest from media increases, which means that the audience will show up. All these factors create value to the sponsors and ensure the success of the event in the long run.³⁶

Timing is key

The timing determines what players the event attracts, medias’ interest in the event and as a result also sponsors interest in the event. All three tournament directors stressed the importance of picking a place to host the event where people like to be during that particular time of the year. One reason why Swedish Open has been successful is because Båstad, where it is hosted, is a very suitable town for a tennis event during that particular time (first week of July). Båstad is a summer town where people like to be during their holiday. It is therefore not advisable to establish a tennis tournament in either Stockholm or Göteborg during summer time.³⁷ On the contrary, the timing of the Nordic Light was extremely bad, which has been commented by sponsors, media and the general public. Nordic Light was hosted in August (during the Swedish holiday season) the week before the Olympics, during the European Football Championship and the HP Open in Golf (women’s golf tournament). People were occupied watching other sports and the media was busy broadcasting other sporting events. Many people also took the opportunity to escape the big city since this was one of the few weeks of the whole summer that the weather was nice.

³³ Ander Wennberg, 2004 (Other)

³⁴ Mats Persson, 2004 (Media)

³⁵ Låftman, 2004

³⁶ Christer Hult, 2004 (Tournament Directors)

³⁷ Per Hjertquist, 2004 (Tournament Directors)

The venue determines the atmosphere

Choosing an appropriate sized venue can be tricky as it is a trade off between having the risk of the venue looking empty and potentially losing out on sales. Stockholm Open went through exactly this dilemma. After hosting the event in Kungliga tennis hallen for many years the organizers noticed that the spectator rates were increasing rapidly and that the venue capacity was maxed out. As a result, they decided to move the event to Globen in 89, which drew three times as many spectators. However, Globen was still not maxed out, it could host many more spectators, and indeed it did look kind of empty at times. Five years later, the audience figure had decreased by half. That was when the Stockholm Open committee decided to move the event back to Kungliga hallen as it was more appropriate for a tennis event and indeed did create a really intimate feeling. The first years after moving the event back to Kungliga Hallen the audience figure was pretty low but it gradually got back to its normal rates.

A long term perspective must be taken

It takes time to build up the profitability, audience, media and sponsor interest for tennis events. Therefore, a long term perspective must be taken so that all stakeholders have time to catch up. It was not until the last fifteen years that the Stockholm Open started to make profit.³⁸ This helps explaining the poor attendance rates for the Nordic Light Open. It should be learned from the Nordic Light that it takes time to build a culture for watching women's tennis in Sweden.³⁹

Support from the local tennis community is a necessity

In order for the event to succeed, full support from the host city, local tennis clubs and national tennis association is needed. One reason why the Stockholm Open has been so successful is because it has had strong support from the local tennis clubs and the Stockholm tennis association. Instead of being owned solely by an event management company, the Stockholm Open is owned by two of the local tennis clubs and the Stockholm tennis association. Therefore, the profit of the event goes to the enhancement of youth tennis in the Stockholm region instead of the event organizers. As a result, the event has gained enormous interest and support from the local

³⁸ ibid

³⁹ Mikael Larsson, 2004 (Tournament Directors)

tennis clubs. Many people support the event either by being spectators or by working at the event. Every year there are 450 people, almost all from nearby clubs willing to volunteer their time for the benefit of the Stockholm Open.⁴⁰

Support from the host community is crucial

The Swedish Open has realized the importance of having the host city supporting the event. Ten years ago the Swedish Open was threatened to close down, the players did not participate in the event, the audience did not come and the sponsors were not considering the event worth sponsoring. However, realizing the important role the event has for Båstad both its tourism industry but also its image as a tennis Mecca, the Båstad community stepped in and strongly supported the event. With much engagement and financial support, the community helped saving the event from closing down.⁴¹

Although all these factors are extremely critical, the Nordic Lights did not have all of these parties supporting the event. The SvTF strongly supported the Nordic Light Open as it was expected to contribute to improving women's tennis in Sweden. The Stockholm visitor organization, which is a similar tourism institute to that of Göteborg & Co expressed their support of the event, silently as it may have appeared.⁴² However, the Nordic Light tournament directors barely received any cooperation or support from the Stockholm tennis association. Partly because it was too close to the Stockholm Open but also since the local clubs were not parts of the ownership pie. This resulted in low spectator rates and low interest from people from local clubs to volunteer their time at the event.

From these examples it can be learned that having the support of the local community and local clubs is extremely important as it generates driving forces for the event. People who really care about the event and the sports are necessary in order for the event to succeed.

Do your homework prior to hosting the event

It is necessary to measure the support for the event and the potential impacts prior to deciding to actually establish the event. The Nordic Light Open is a

⁴⁰ Per Hjertquist, 2004 (Tournament Directors)

⁴¹ Cederlund, 2004

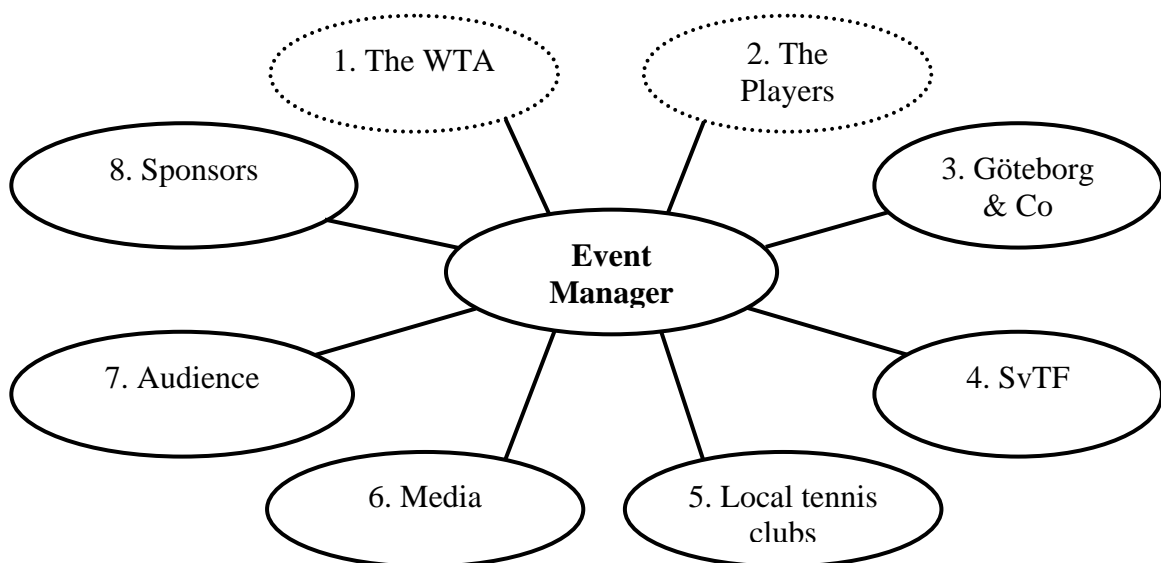
⁴² Mikael Larsson, 2004 (Tournament Directors)

good example of an event where very little research was conducted prior to the event. Few attempts to measure the support of the local clubs and the Stockholm tennis association prior to the event were made. Just because the event had support in Finland, where the event was hosted the previous year, does not guarantee support by local clubs in Stockholm. The impacts that this lack of support could have on the event were not either assessed. No audience estimation was conducted because it was assumed that few fans would show up.

5 THE STAKEHOLDERS PRESENTED

The benchmarks above identified that the support from a number of groups is necessary for the feasibility of a WTA tournament in Göteborg. The following model shows the eight stakeholders who were found to be key to the establishment of the event. This model is meant to serve as a foundation for the thesis to continue, as each of the stakeholders represented below need to be evaluated for their likelihood to support the event.

Figure 2: Stakeholders Involved⁴³



The model above gives a picture of the stakeholders that must be pleased for the event to be feasible. It should be noted that of two of the stakeholders above (i.e. The WTA & The Players) are critical for the establishment of a WTA tournament but their support will be analyzed in the timing and tier sections. This is done because unlike the other groups their support is determined by the timing and the tier of the event. Failing to account for the support of any of the stakeholders above could lead to the wrong decision of the feasibility of the event. Described below are the motivations for including each of the seven stakeholders shown above as well as the goals of the each of the stakeholders.

1. The WTA – The WTA was included in this model because their approval is mandatory to bring a WTA event to Göteborg. Their approval is based on a number of factors such as the timing of the event, the venue used and

⁴³ Based on Andersson, 2004

even the reputation of the city itself. While it may seem like a given to get the approval of the WTA, this is actually not the case. In fact, only a few years ago Qatar was denied a tournament after buying the rights because the WTA wanted to keep the tour in Europe during that time of the year.⁴⁴ By taking into account the proper timing and tier for a WTA event in Göteborg, the support of WTA will be guaranteed. For this reason, the support of the WTA is covered in the later sections dealing with tier and timing.

WTA goal: Ensure the best employment opportunities for its players

2. The Players – The importance of the players for the tournament is critical because they determine to a large degree the support of the audience, sponsors, and media. Without them the tournament could not happen. However, unlike most other sporting events, the WTA Tour sets very few requirements on the players as far as participation in the kind of Tiered tournament that Göteborg would attract. The support of the players is based on similar issues to that of the WTA, which is why the players are discussed in the timing and tier sections.

Players' goal: Economic, social or psychological satisfaction from the event

3. Göteborg & Co – The support of this organization is vital for the success of the tournament as they act as a catalyst for the event. What this means is that they serve as the coordinator between a number of important organizations in the city. While they may not provide that much financial assistance, they may provide venues and help promoting the event. As they are one of the organizations pushing for the tournament, it may seem as their support is a given. However, this is not the case. For Göteborg & Co to support the event, they will need to see enough positive impacts from either increased tourism revenue or from image building to make the event worthwhile for them to pursue.

Göteborg & Co goal: Social and cultural impacts and economic development through tourism and destination marketing

⁴⁴ Joan Penello, 2004 (WTA Inc)

4. SvTF – As the driving force behind the tournament it is natural to include the SvTF in the model above. While it initially appeared that analyzing the support of the SvTF was not needed because they were pushing for the event, this view actually changed quite dramatically. The reason for this is because the SvTF is still somewhat hesitant about the positive impact a WTA event would have on women's tennis in Sweden.

SvTF Goal: Develop and promote Swedish women's tennis

5. Local Tennis Clubs – The local tennis clubs will provide the majority of volunteers that are needed to run an event. Because a tennis event requires a large number of volunteers, getting all these volunteers can be a challenge. The majority of the volunteers will come directly from the local tennis clubs, which is why having their support for the event is so important. In addition, a large number of the audience will be made up of members from local tennis clubs, which only further highlights the need of support from this group.

Local tennis clubs goal: Promotion of the sport of tennis in the region

6. Media – The media must be included as a stakeholder in the event because of how strongly they can impact the other stakeholders. The coverage media gives to an event determines to a certain degree the interest of the public as well as sponsors.

Media Goal: To have a newsworthy story that the public will be interested in

7. The Audience – An event will simply not be determined a success without an audience willing to watch it. While only a small percentage of the revenue for tennis events is determined by ticket sales, they are still necessary for other groups such as sponsors and media to have an interest in the event.

Audience Goal: Entertainment from the event itself

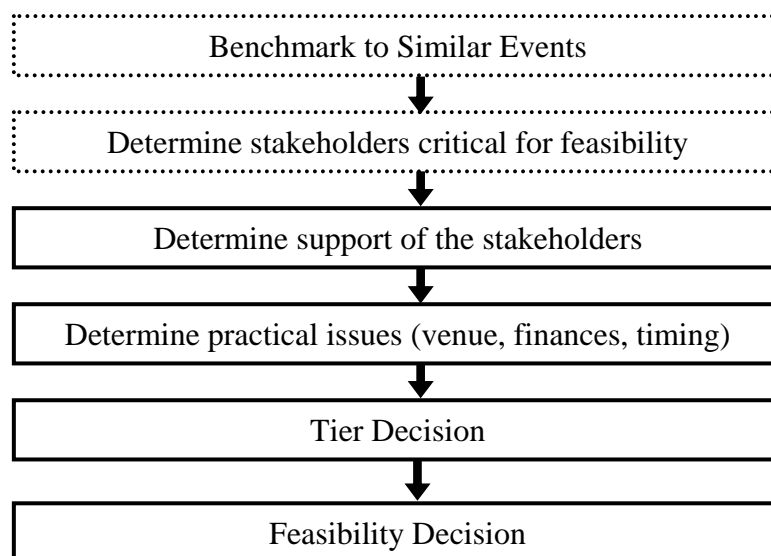
8. Sponsors – In the research that was conducted, it was almost unanimously stated that for a tournament to be feasible, the sponsors of the event must cover the costs of production. The main issue regarding this stakeholder was how to measure the support in the business community.

Sponsors goal: Build client relationships and gain brand exposure

5.1 Research Model

Outlined below is the research model that will be used for structuring this report. Having identified the framework for feasibility studies, outlining the stakeholder theory, and determining the critical stakeholders for the success of the tournament, the following model has been constructed to show all the areas needed to consider when determining feasibility. The model shows the path that the research must take before coming to the critical decision point of deciding the tier of the event, which will ultimately determine the feasibility of the event.

Figure 3: Research Model⁴⁵



As the first two stages from the model have already been completed, the report will move on to determining the support of each stakeholder. However, before determining the support of each stakeholder, a brief understanding of the differences between Tier 2 and Tier 3 tournaments is described.

⁴⁵ authors own adaptation: based on Getz, benchmarking and the stakeholder theory

6 TIER CLASSIFICATION

As will be described in depth in the following chapter, the support of the various stakeholders of the event can vary quite drastically depending upon the Tier of the tournament. In order to make this understandable to the reader this section provides a short overview of Tier 2 and Tier 3 tournaments.

Tier II

- Minimum prize money of \$585,000
- Tier 2 tournaments are currently limited to 17. Therefore, the sanction rights must be purchased from an existing Tier 2 tournament
- Tier 2 tournaments are seldom on sale
- Acquisition cost: Current market price \$4M USD (based on recent purchases)
- Average attendance rates over the entire week: 40,000
- Number of Top 10 players on average: 4.7
- Number of Top 20 players on average: 9 (Appendix 2)

Tier III

- Minimum prize money of \$170,000
- Tier 3 tournaments are limited and must be approved by the WTA Tour. There are currently 16 Tournaments in this Tier
- Sanction rights are easier to acquire than the higher Tiers
- Acquisition cost: Current market price \$500K USD (based on recent purchases)
- Average attendance rates over the entire week: 22,000
- Number of Top 10 players on average: 0.7
- Number of Top 20 players on average: 1.7 (Appendix 2)

It should be mentioned that categorizing the tournaments based on Tier is not always as straight forward as is illustrated above. In other words the quality of players and the audience numbers the event attracts may vary among tournaments within the same Tier category. For instance, there are ways to host a Tier 3 tournament and simultaneously attract a few quality players. This can be done by paying appearance money to some strong players, which guarantees their participation in the event. Additionally, as will be described in subsequent sections, the WTA also has a set rules that forces the players to prioritize the higher events based on their rankings.

The practice of paying appearance money in order to attract top players to events is an illegal but commonly used practice on the WTA Tour. It is especially common among Tier 3 tournaments, as the top players tend to prioritize the higher Tier since they pay higher price money. While it is the goal of the authors to not break the law, the realistic conditions on the tour must be accepted, and not doing so may lead to the wrong recommendation for the feasibility of the tournament. For this reason, appearance money must be considered as a viable alternative.

PART II – STAKEHOLDER SUPPORT

7 SUPPORT OF GÖTEBORG & CO

This section assesses the impacts that a WTA event is likely to have on the city of Göteborg. Both financial and non-financial impacts will be assessed as they determine the support of Göteborg & Co and the city politicians.

Importance

Göteborg is known for being one of the best event cities in Europe. The director of one of Sweden's largest entertainment company stated that "Göteborg is a great city to host events in, they understand the importance of what we are doing and are very cooperative and supportive to work with." The various decision makers in the city, Göteborg "kommun" and representatives from the business society are all gathered around the same table for discussions. Even the various event organizations cooperate instead of compete.⁴⁶ Göteborg & Co have a catalyst and coordinating role in this network and having their support is going to be extremely crucial in order for the event to be feasible and to succeed in the long run. Although Göteborg & Co may not provide as much financial aid, they are able to provide other backing that is extremely meaningful for the event. They will play a key role in promoting the event, provide vital contacts to various event actors and the business region and will also contribute with venue related resources.

The main goal of Göteborg & Co is to "increase the quality of life for the people who live and work in Göteborg."⁴⁷ To accomplish this goal, Göteborg & Co focuses on bringing attractive events to the city, which will bring more tourists to the area and therefore bring in more money into the city, which leads to more jobs. However, Göteborg & Co are also interested in attractions which will interest the people already living in Göteborg, as well as building the image of the city internationally. It should be mentioned that one of the goals of Göteborg & Co is to become one of the top event cities in Europe, and to do this a certain degree of media exposure is required.⁴⁸

⁴⁶ Johansson, 2003

⁴⁷ Göteborg & Co, Company Brochure, pg.2

⁴⁸ ibid

To determine the support of Göteborg & Co, an estimation of the impacts from a WTA Tournament must be assessed. “The idea is that if it can be demonstrated that a community, state, or region benefits from a particular event, the residents may be more likely to invest public funds to support it.”⁴⁹ The impacts from hosting an event can be either financial, such as an increase in tourism spending, or non-financial, such as more media attention, increased quality of life for residents or an enhanced image of the city of Göteborg.

7.1 Methodology

The authors started off the research by reviewing various textbooks and case studies in order to gain an understanding of how to perform an impact study. Simultaneously, various experts were consulted to gain a practical understanding of this issue. From this information gathering it was learned that forecasting the impacts of an event before it actually exists is very difficult to do.

After learning about those difficulties, it was decided that the best way to forecast the impacts from a tennis tournament would be to examine the impacts of similar tennis tournaments in other cities. However, while these studies were useful, the outcomes of each tournament varied drastically because of the different numbers of visitors each tournament attracted and the different natures in locations that the tournaments were hosted in. This meant that the tourism spending generated at one tournament may not be very applicable for the WTA tournament in Göteborg. Learning that this may not be the best way of judging the impacts from the event, it was decided that the best way to gain knowledge of how to solve this issue would be to consult with industry experts.

The experts consulted were the Tourism Institution (TURI - Turism Utredningsinstitut) of Göteborg. While TURI lacked experience dealing with WTA Tournaments they still had vast experience in measuring the impacts of events in the Göteborg area. After TURI learned about the details of a WTA Tournament they were able to provide an estimation of the impacts a WTA Tournament in Göteborg could cause.

⁴⁹ Daniels, 2004, pg. 118

The last research conducted relating to measuring tourism spending was surveying one hundred fans at the Stockholm Open about their spending habits while in Stockholm for the tournament. The fans questioned answered approximately four questions regarding their spending habits, while they also answered numerous other questions that are incorporated into other areas of the thesis. Unfortunately the information gathered can only be somewhat trusted as the survey was not a random sample and questioned only people who attended the event during the qualification stage.

The section begins by discussing the impacts from other WTA tournaments around the world. In addition, one impact study from a WTA Tournament is presented in depth to gain a better understanding of the potential impacts from the event. This is followed by a discussion of surveys conducted at the Stockholm Open, which show the impacts that a professional tennis tournament in the country of Sweden can have on the economy. An expert opinion on the impact of such an event is then presented before a discussion of the likely support of Göteborg & Co concludes the section.

7.2 Impacts from other WTA Tournaments

This section analyzes the impacts of existing WTA Tournaments to learn lessons about the consequences a WTA tournament in Göteborg may have. Discussed below are the financial and non-financial impacts from a number of Tier 2 and Tier 3 tournaments, which were gathered from interviews with the tournament director of the events.

Of all the Tier 2 tournament directors interviewed, only one of them had done any sort of impact studies. The majority of them did not feel it was necessary because of the minimal financial impacts the events have on the city. One tournament director stated that a Tier 2 tournament has such a small financial impact that, “If you think you will convince the city to support you then you are living in a fantasy world.”⁵⁰ This quote represents the general feeling of most Tier 2 tournament directors. One Tier 2 event attempting to measure the impacts was a tournament in Eastbourne, England. However, the study done was very limited in nature and relied on surveying hotels in the area to find out the increase in hotel nights from the tournament. The exact details of the

⁵⁰ Michael Luevano, 2004 (Tournament Directors)

study are not known, but it was estimated that the increase in tourist spending from the event was in the range of \$2 million.⁵¹

Of the ten Tier 3 tournaments interviewed, only two of them had attempted to perform any sort of impact study. Only one tournament, which was Memphis, Tennessee in the US, was willing to share what they learned. The study was conducted using a conservative non-survey method and estimated a direct financial impact of around \$10 million.⁵² However, the accuracy of the study is questionable as the director stated that this estimation is not based on any sort of formal research, but was based on benchmarking to similar events in the area.

Discussed below is the detailed economic impact study of a Tier 1, which is shown to provide a better understanding of the effects from WTA tournaments.

Pacific Life Open

The Pacific Life Open is a Tier 1 tournament that takes place in Indian Wells, California. The tournament averages approximately 40,000 spectators, of which 79% travel from outside the region. The number of visitors from outside the region is extremely high because Indian Wells is a smaller resort type town. This means the economic impact of the event will be much higher than for the majority of WTA Tournaments, which tend to get most of their fans from the city they are hosted in.⁵³

The study was only conducted among visitors who traveled from outside Indian Wells to view the event. The impact study was conducted using a conservative survey method. The study found that, on average, each spectator attended five days of the tournament and spent five nights in the area. It also found that the average expenditure for each visitor was \$353 per day. The total direct economic impact from the tournament was \$63,334,102 counting the total number of out-of-town visitors and the nights stayed in hotels.⁵⁴ The study estimated a total economic impact of approximately \$100 million.

⁵¹ John Feaver, 2004 (Tournament Directors)

⁵² Mac Winker, 2004 (Tournament Directors)

⁵³ Neirotti, 2001

Financial Impacts from other WTA tournaments:

The information gathered from the WTA Tournaments actually sends mixed signals. The economic impact from the only three tournaments that had measured the increase in tourism was \$2 million, \$10 million, and \$100 million. These figures vary so much that it is difficult to know which one to trust or use for benchmarking purposes. The discrepancy between the different numbers is especially surprising because the attendance at the tournaments were fairly similar. However, despite the huge variation it may be possible that the results can be more valid than they initially appear. This is because Indian Wells has nearly 80% of its visitors coming from out of town. This is in comparison to the 10-15% from most tournaments. If the results of the two studies stating a \$2 million and \$10 million impact are adjusted to reflect a similar rate of outside visitors as Indian Wells the results become \$16 million and \$80 million. However, because of the large variation still existing, it is hard to make an estimation regarding average per spectator spending at a WTA Tournament.

Non-Financial Impacts from WTA tournaments

Accounting other effects that WTA events can have on the host cities, the impacts can actually be considered very substantial. Most tournament directors felt the media coverage that those events generate is so extensive that it receives much support from their governments for this reason.⁵⁵

Besides the significant financial impact the Indian Wells event had on the area there are other “cumulative” impacts the event had. This is because the tournament receives a very extensive media coverage, which brings many viewers to the area who would not normally have known about Indian Wells.

While no studies had been done to actually measure the increase in exposure gained from media, nearly all tournament directors felt that the tournaments dramatically helped the host cities image. The tournament director of the Generali Ladies tournament in Linz sums up the non-financial impacts of Tier 2 tournaments by saying that they, “create an unbelievable value for the host city that cannot be paid for.”⁵⁶

⁵⁴ ibid

⁵⁵ Interviews with tournament directors

⁵⁶ Peter Michael Reichel, 2004 (Tournament Directors)

Impacts from WTA tournaments summarized

One thing that most tournament directors agreed upon was that the media exposure that the city gained from hosting a WTA Tournament was much larger than the actual increase in tourist spending from the event. Most tournament directors stated that the support they gained from tourist organizations was based on the media exposure and how the event promoted the image of the city. Yet unfortunately, no actual studies had been performed to measure what this increase in exposure would mean for any of the cities.

This can mean one of two things. This is that the economic impact from tennis tournaments is so little that no support will be gained from such a study, or that majority of impacts from tennis tournaments are generated from non-financial means such as the media exposure from the event.

7.3 Stockholm Open Impacts

With the goal of presenting a more accurate analysis of spectator spending at tennis events in Sweden, a financial impact study of the Stockholm Open was conducted by the authors. The study was conducted using the survey method in order to present as accurate information as possible. In addition, the studies were conducted using a liberal method, which measures the spending of all the spectators at the event, not just those from outside the area. The surveys handed out focused on measuring the common spending levels. The goal of the surveys was to be able to measure the spending of spectators both at the event as well as in the city during their stay at the event.

Survey results:

The survey measured consumer spending of spectators at the event in a 24-hour period.

The results showed that average spectator spending on traveling while at the event was 183 SEK. The average amount spent on shopping at the Stockholm Open in a twenty-four hour period was 235 SEK. Spectators also spent an average of 112 SEK on food while at the event. This means that the average

spending in a twenty-four hour period at the event was approximately 530 SEK.

It needs to be mentioned that 530 SEK may not completely accurately reflect the entire consumer spending at such an event. The questions asked only focused around food, shopping and traveling and ignored other areas such as the cost of tickets or other entertainment as well as lodging, which is usually a large part of spending. For this reason, the 530 SEK cannot accurately reflect the total consumer spending at the event. In addition, because the survey was conducted using a liberal approach, it did not distinguish between out of town visitors it cannot distinguish between visitors spending versus spending from residents of Stockholm natives.

The Stockholm survey does not completely accurately indicate the level of tourism spending from an average visitor at a professional tennis event in Sweden. However, it does still provide some indication that the level of spending may be around 530 SEK in addition to lodging as well as other small expenses. This number cannot be completely trusted, but it can provide a starting area for future analysis.

7.4 Tourism Institute Forecast

The research so far has presented an overview of the levels of consumer spending at other professional tennis tournaments, both inside and outside the country of Sweden. While learning from other tournaments is necessary in order to accurately forecast the potential impacts from a tournament in Göteborg, impacts from events can also be measured using a non-survey type method. As described in the theory section, this is done by applying the impacts from similar events to the event in question. An organization in Göteborg called the Turism Utrednings Institut (TURI) specializes in studying the impacts of events in the Göteborg region. The information collected from them is presented below.

TURI has never measured the impact from a WTA Tournament. In fact, they have very limited experience working with any type of tennis tournament. However, when measuring impacts from events the actual sport watched by the spectators is not the most critical aspect. TURI stated that knowing the behavior of the spectators at the event was actually the only thing that

mattered.⁵⁷ What this means is that it does not matter if a spectator is watching tennis, or ice hockey, or even at a carnival. What is important to know is how much spectators are likely to spend at the event and where the spectators are going to come from.

TURI communicated that at an event like a professional tennis tournament would draw the majority of its fans from within the Göteborg area. Based on the experience of TURI with similar events it was estimated that a rough breakdown of the geographical distribution of its fans would be the following:

- 70% from Göteborg and not staying over night
- 30% from outside Göteborg

In addition to listing a description of where the spectators would come from geographically TURI also provided an estimation of the spending levels of the tourists. Based mostly on previous studies of similar events it was estimated the average visitor to the area would spend around 600 SEK per day at the event. The estimation was actually adjusted depending upon the Tier of the tournament with a final estimation of 600 SEK for a Tier three event and 900 SEK per day for a Tier 2 event. So according to TURI the total economic impact from the tournament would be either 600 SEK or 900 SEK multiplied by 30% of the total audience.⁵⁸

Despite estimating the economical impact from a WTA Tournament, TURI also provided thoughts regarding the non-financial impacts from a tournament. The information gathered stated that a WTA Tournament would likely provide non-financial benefits that would exceed the economical benefits. This is because a WTA Tournament provides a level of media exposure that cannot be reached by most other events a city hosts.

7.5 Impact analysis

The estimation of impacts will be divided into two parts. The first focusing on financial impacts and the second focusing on non-financial impacts.

⁵⁷ Ossian Stjärnstrand, 2004 (Other)

⁵⁸ *ibid*

Financial Analysis

Estimating the potential impacts of a WTA Tournament that does not exist is a difficult task. Even existing tournaments have a difficult time accurately measuring the impacts. This can be seen when looking at the difference in tourist spending measured by professional tennis tournaments of similar sizes, which should actually be producing similar levels of tourist spending.

In the case of a WTA Tournament in Göteborg, a number of unknown factors exist which make determining the impacts very difficult. The number of fans who will attend the tournament, what percentage will come from outside the area, as well as how much money each fan outside the area will be spending are all things that are not yet known. These uncertainties make a concrete estimation of the impacts very difficult to perform.

While the level of impact a WTA Tournament would have on Göteborg is tough to measure, it is evident that it would indeed have some impact. The various studies conducted show varying degree of financial impacts on the city. The difference in spending can likely be partially attributed to differences in the percentage of spectators who come from outside the area and also partially attributed to the methods used to conduct the survey. In order to guarantee as much accuracy as possible in measuring the financial impact to the city of Göteborg, any information that may not be accurate must be discarded. For this reason, the two studies performed in Memphis and Eastbourne must be discarded, as not enough information is available about the methodological process to guarantee the validity of the studies results. Discarding the Eastbourne and Memphis studies leaves three studies to learn from. The per capita results of each study are listed below.

Per capita spending from other studies:

- Pacific Life Open: 3,530 SEK ⁵⁹
- Stockholm Open: 530 SEK
- TURI: 600 – 900 SEK

Upon inspecting these numbers it can safely be assumed that the level of per spectator spending will likely be somewhere between 530 and 3,530 SEK. Upon further investigation, it is likely that 530 SEK is too low of a number

⁵⁹ Converted to SEK using past exchange rate. www.federalreserve.gov/releases/H10/20010319

because it does not account for any sort of hotel or entertainment spending. In addition, the number at the Pacific Life Open most likely reflects too high of an estimation. This is because the majority of spectators attended tournament as part of a vacation and therefore spend more money than usual tennis fans. The last estimation is that of TURI, which estimated that the spending of out of town spectators would account for 600 SEK to 900 SEK depending upon the Tier. The fact that this number is so close to the estimated spending to the surveys conducted seem to reinforce that this number as a valid estimation. After all, just because TURI has never measured spending of the spending of tourists in town for a tennis event, there is no reason to assume that the spending levels would be drastically different from other high-income tourists. The table below shows the estimated direct financial impact from such a WTA tournament in Göteborg.

Table 1: Estimated Financial Impact from a WTA Tournament in Göteborg

Event	Per capita expenditure	Total visitors from outside the area (30% of total estimated audience) ⁶⁰	Total direct financial impact
Tier 3	600 SEK	7,455	4,473,000 SEK
Tier 2	900 SEK	10,500	9,450,000 SEK

The above table shows the final estimated impacts from a WTA Tournament to be roughly 5 Million SEK for a Tier 3 tournament and 9.5 Million SEK for a Tier 2 tournament. These figures represent the spending above and beyond what would have been expected in the region if a WTA Tournament were never hosted.

The financial benefits Göteborg is likely to incur from a WTA tournament may not result in any significant financial contribution from Göteborg & Co to the event. While, there is definitely some financial impact from the event, attracting a few thousand extra day visitors to the city of Göteborg over the course of one week is something that many events can do; therefore the next section discusses the non-financial impacts from the event that may increase the support of Göteborg & Co.

⁶⁰ Calculated by assuming 30% of the audience is from out of town: Refer to Tables 7 & 8 for estimated audience

Non-Financial Analysis

Hosting a WTA Tournament means that potentially millions of viewers around the world who have never heard about the city will do so through the broadcasting of the event. A good example of this is the Stockholm Open, which is broadcast in between 50-70 countries per year.⁶¹ This year the tournament has been allowed to show a 30 second promotion of the city of Stockholm in accordance with its international broadcast. While it is not known exactly how many viewers this broadcast reached, it is known that this kind of promotion of the city of Göteborg would be invaluable. The fact that many tourist agencies offer support to WTA tournaments based on this aspect alone reinforces this fact. However, it should be stated that the media exposure from a WTA tournament is not a guarantee factor. While Tier 2 tournaments gain automatic access to an international TV pool, a Tier 3 tournament does not receive the same sort of guarantee. This issue will be discussed in more depth in the “*Support of Media*” section, but the main lesson is that to attract the sort of international exposure desired, high quality players must be attracted to interest the media, and good players are only guaranteed to Tier 2 tournaments.

In addition, one of the goals of Göteborg & Co is to make Göteborg into one of the top event cities in Europe. It has been demonstrated that cities that have similar ambitions of promoting the image of the city, such as Shanghai, offer substantial financial support to attract a WTA Tournament. Therefore it is most likely to assume that Göteborg & Co would be very enthusiastic about the non-financial benefits from a WTA Tournament.

Besides the more obvious non-financial impacts it needs to be stated that hosting a WTA Tournament in Göteborg can benefit in more subtle ways. An event can have tourism value even though people don't travel to the event. Keeping people and their money at home, rather than travelling outside the region is another benefit from the event.⁶² A permanent WTA Event in Göteborg can provide benefits to its residents by contributing to a quality life and foster development of sport and leisure activities in the city.⁶³ A tournament in the city would also promote a wider variety of sporting options

⁶¹ Per Hjertuist, 2004 (Tournament Directors)

⁶² Getz, 1997, pg.52

⁶³ *ibid*, pg.70

to the city, as well as interest citizens who may not have many events to view. Another benefit of tennis events is that they attract a lot of business owners. This creates many business opportunities that would not have otherwise existed. All these impacts discussed help Göteborg become a nicer place to live and increase the quality of life of the citizens, which would be of interest to Göteborg & Co.

By hosting the event in either February or September/October during usual off-peak seasons, Göteborg can overcome “seasonality problems”. During this time surplus capacity exists in hotels, restaurants and arenas. Therefore, spreading the tourist demand more uniformly throughout the year would improve operating yields dramatically.⁶⁴

These impacts mean that the likelihood of Göteborg & Co supporting a high profile tennis event is very likely. It has already been demonstrated that in certain cities like Shanghai go out of their way to offer financial support because of the exposure the event creates. Therefore, it is very likely that Göteborg & Co will have the same desire.

7.6 Support of Göteborg & Co Summarized

It has been shown that the financial impacts of WTA Tournaments are rather minimal. This would likely be the case with a WTA event in Göteborg as a small percentage of the spectators would be from outside the area. Therefore, it is unlikely that the city would support a WTA Tournament strictly based on the financial impacts. However, it has also been shown that the media exposure from WTA Tournaments is quite substantial. Similar tennis events reach dozens of countries around the world, which has a huge value to the cities. This media exposure would be especially beneficial to an organization like Göteborg & Co who is trying to market the city of Göteborg on a larger scale. Other tourist organizations in places like Shanghai go out of their way to offer financial support. In addition, a number of other non-financial impacts would interest Göteborg & Co. A WTA event in the city would increase business opportunities in the city by bringing together business owners, promote a wider range of sport for the citizens of Göteborg, and in general increase the quality of life for resident in the city.

⁶⁴ *ibid*

Based on the impacts that will likely occur, it can be argued that Göteborg & Co would without a doubt support a Tier 2 tournament. This is because, besides increasing the quality of life of Göteborg residents, a Tier 2 would automatically be broadcast internationally, which has a huge value for Göteborg & Co. The support for a Tier 3 tournament, however, is questionable. This is because not all Tier 3 tournaments are able to receive an adequate amount of international media coverage due to a lack of big name players. While the non-financial impacts from a Tier 3 would interest the city, they are not enough to guarantee that Göteborg & Co would support the event. Therefore, support for a Tier 3 depends on the players the tournament is able to attract.

8 SUPPORT OF THE SWEDISH TENNIS ASSOCIATION

The support of the Swedish Tennis Association (SvTF) will be analyzed in this section. Their support will be determined by analyzing the impacts the event is likely to have upon women's tennis in Sweden.

Importance

Although the SvTF is one of the organizations that have shown the most interest in hosting a WTA event, it does not mean that their support should be taken for granted. Even though they have expressed a strong interest in the event and one of their strategies is to establish more tournaments on Swedish grounds, they are not entirely convinced that such a tournament would be in their best interest. It is important to keep in mind that Sweden has struggled in the past to develop female players who have performed well internationally and now their main priority is to improve women's tennis. There are many levels of tournaments to choose from which all have advantages and disadvantages.

The SvTF knows that a lower level event will allow for more Swedish players to be able to participate in the event and that it is also less expensive to acquire. However, they also know that a higher level of event will attract well-known international names and by hosting such a tournament the girls get a chance to watch their role models play live and can use the event as a yard stick to measure their own tennis level with. However, if a WTA event will contribute to the improvement of women's tennis in the region, the SvTF has promised to support the event.

Therefore, in order to measure the support of this stakeholder group, this part will discuss the potential impacts a WTA event is likely to have on the future of women's tennis and what level of event that is in SvTF's best interest to acquire.

8.1 Methodology

Various methods were used to gather the needed information. Firstly, the two ATP events in Sweden; the Stockholm Open and the Swedish Open were benchmarked in order to see what the contributing factors of the many male successes have been. These events were analyzed according to their impacts

on Swedish tennis. The Swedish Open was also assessed according to its impact on Skåne tennis and the Stockholm Open was assessed according to its impact on tennis in Stockholm. The club directors and the regional tennis associations where the events were hosted were also interviewed. The objective of this research was to find out what impacts the events has had on tennis in the regions. The directors were asked about changes in participation rates, demand for tennis courts, and what has been done with the profit generated from these events. However in order to truly identify what the impacts these events have had on men's tennis these interviews were complimented with facts from articles in tennis magazines.

Phone interviews with world wide WTA tournament directors were conducted in order to see what impacts those events have had on women's tennis in the regions where they are hosted. Seven Tier 3 tournament directors were interviewed including; Strasbourg, Luxembourg, Quebec City, Tokyo, Bogota and Cincinnati. Eight tournament directors of the following Tier 2 events were called: Linz, Philadelphia, Leipzig, Dubai, Shanghai, LA, Stanford and Hastings. These tournaments were selected since they are located in similar sized locations, which facilitated good comparison with a WTA event in Göteborg. By interviewing tournament directors from both Tiers the authors also hoped to identify if one Tier category tend to have more impact on tennis in the region than the other.

Interviews were conducted with 200 potential spectators to see who is likely to attend. Since the SvTF is concerned with improving women's tennis, our research aimed to assess whether there were enough young tennis girls showing interest in the event. The surveys results were analyzed to assess the correlation between the people likely to attend the event and whether these people were male or female and also according to age.

Lastly, the chairman of the Swedish tennis organization, Jan Carlzon and Sweden's former Federation Cup Captain, Maria Strandlund were interviewed in order to get their opinions on the possibility for Sweden to develop strong enough players that will be able to participate in the event if it is to come to Göteborg in 2007. This research was determined important since the impacts that the event can have on the future of Swedish tennis can become more favorable if some national players will have the possibility to participate.

8.2 Men's Tennis Events Impacts on Swedish Tennis

A big reason for Sweden's success in developing male talents has been due to the various successful and popular ATP tour events hosted in Sweden, including the Swedish Open, Stockholm Open. These tournaments have attracted many world-class players, been very popular among the audience and has had tremendous impacts on Swedish tennis, especially men's tennis. A large amount of the profits generated from the events have been invested in developing future tennis players. The ability for the players to participate in international tournaments on Swedish ground has been a very important ingredient for a player's development. So have the opportunities for kids to watch their role models play tennis live. Further elaboration on this is given further down in this section.

Although it may seem that the Swedish ATP tournaments have had large impacts on Swedish tennis it should be noted that it is sometimes difficult to judge the causes of the impacts. For example, seeing that tennis participation rates has increased in the same pace as the interest for attending tennis events does not necessarily mean that this was caused by the event. In fact, there may be additional factors that have contributed to increases in improvements of men's tennis. For example, Swedish talents advancing far in international tournaments can also contribute to an increase in tennis interest or participation. When Björn Borg was performing well internationally in the 70s the interest for tennis increased rapidly.⁶⁵ However, the three sections below will discuss the impacts that the Stockholm Open and the Swedish Open has had on tennis in the regions in which they are hosted and on Swedish tennis in general.

Stockholm Open's Impact on Tennis in Stockholm

There are several examples of how Stockholm Open has contributed to improving Swedish tennis. Firstly, the media attention that Stockholm Open has generated has contributed to an increase interest in tennis and an increased participation rate. According the Stockholm Tennis Association, the Stockholm Open is the biggest public relations event in Sweden."⁶⁶ Secondly, SO has generated 60M SEK to the development of youth tennis in

⁶⁵ Morten Gierlöff, 2004 (Swedish Tennis Association & Associated Clubs)

⁶⁶ Anders Heimklo, 2004 (Swedish Tennis Association & Associated Clubs)

the region. The profit of the tournament goes to the three owners which consist of two local tennis clubs and the regional tennis association. This money has allowed for restructuring of the facilities, better coaches, more practice courts and more practice times for the kids.⁶⁷ The profit generated from the tournament has further resulted in the ability to arrange more tournaments in the region and opened up opportunities for providing kids with financial assistance for playing tournaments.⁶⁸ Thirdly, the local tennis clubs have noted an increase in enrolment and demand for tennis courts right after the Stockholm Open. The interest tends to increase also among irregular tennis participants.⁶⁹

Swedish Open's Impact on Tennis in Skåne

“The interest for tennis has increased in Skåne in recent years and the Swedish Open has probably had a contributing effect.”⁷⁰ The clubs are at full capacity and do not accept any more members. Many players have taken their tennis more seriously and increased their practice dose. *Kalle Anka Cup*, which is Sweden's largest tournament for juniors is a good measurement, where Skåne has developed much better results in recent years.

Overall Impact on Swedish Tennis

These two tournaments have allowed for Swedish tennis players to play tennis on their home grounds. This has been beneficial for local talents since they save money they would otherwise pay for hotels and flights. This is an important fact since many Swedish talents have been forced to quit playing professional tennis due to financial difficulties. Furthermore, it has allowed for the display of local talents, who have gotten much interest from media, audience and sponsors.

Another really crucial factor which has contributed much to improving men's tennis in Sweden is the “Role Model Effect.” For the kids the opportunities to watch their role models playing tennis live has been unconquerable. National or international role models, either way, Sweden has seen many past examples of kids being line judges or ball boys for their star players and then several years later been just in the same shoes. Robin Söderling for example

⁶⁷ Morten Gierlöff, 2004 (Swedish Tennis Association & Associated Clubs)

⁶⁸ Mikael Brobeck, 2004 (Swedish Tennis Association & Associated Clubs)

⁶⁹ *ibid*

⁷⁰ Christer Alemo, 2004 (Swedish Tennis Association & Associated Clubs)

used to be a ball boy for his role model Jonas Björkman at the Davis Cup. Ten years later Robin is in the semi-finals in the same tournament.

The fact that the Media has been increasing their coverage of Swedish tennis events may have contributed to an increased interest for tennis, or at least it has resulted in an increasing interest to attend the two largest ATP events in Sweden. The increasing interest of Media has also enhanced sponsors willingness in investing in Swedish tennis. Stronger finances of Swedish tennis are always a prerequisite for the development of the sport.

The tournaments have further given boosts to numerous youth projects, laid a foundation for future tennis activities and events and boosted men's tennis. The events have also allowed for the restructuring of venues, interaction, cooperation within the Swedish tennis community, sharing of ideas and togetherness.

8.3 WTA Events Impacts on Women's Tennis

This section discusses what consequences various worldwide WTA events have had on women's tennis in the regions where they are located. By making this analysis it is possible to draw parallels and assess the likely impacts a WTA event will have on Swedish tennis if a tournament would come to Göteborg. The impacts are divided below by Tier 2 and Tier 3 tournaments. For a detailed description of impacts by tournament please refer to Appendix 3.

From the analysis it can be shown that both Tier 2 and Tier 3 events have had large impacts on improving women's tennis in the regions in which they are hosted. However, it appears that Tier 3 events seem to have contributed slightly more to advancing women's tennis.

From benchmarking these tournaments, it was learned that there were many positive outcomes that WTA events can have on the local tennis community. The most influential impacts were the ability of national talents to participate in WTA events because of wild cards that they would not be given in other tournaments. This in many instances allowed national players to attain points on the WTA ranking which boosted their tennis careers. Furthermore, by allowing the kids to watch their role models play tennis live the WTA

tournaments also enhanced tennis participation rates, youth programs and attitudes towards tennis.

8.4 Influential Statistics and Facts

This section will address factors that can influence the consequences a WTA event can have on women's tennis.

Sweden has no annual WTA Event

Sweden ranks as the fourth highest European country in terms of tennis participation. However, it is the only country ranking in the top ten in terms of participation that is not hosting an annual WTA tournament. (See Table 2)

Number of Girls Likely to Attend

From the survey conducted it was found that 48% of the people who indicated that they would “definitely attend” were women. 24% of these were under the age of 18. This means that out of the people who stated that they would definitely attend 12% were female under the age of 18. 17% of the people who will definitely attend the event are female under 29.⁷¹ As will be shown audience section, 24,850 fans would attend the event if it is a Tier 3 event and 35,000 for a Tier 2. It can be assumed that for a Tier 3 event, 3,000 girls under 18 would be in attendance, and for a Tier 2 event 4,200 girls under 18 would definitely attend. Those are the girls who may be the future Swedish tennis stars. By attending the event, these girls may become triggered to train harder and take their games to the next level.

In addition to the survey results, other useful statistics were found which can provide a picture of what the crowd will possibly look like. Göteborg's tennis clubs have succeeded in attracting many younger people to the sport, 64% of total members are below 18 which is considerably higher than in Stockholm where only 50% are under 18 (See Appendix 4). These figures are good implications for the SvTF since it shows that Göteborg has the potential of attracting a young crowd to the event. If many young girls show up, the outcomes of the event can become very favorable.

Chances of Developing Good Players in time for the event

Sweden's former Federation Cup captain believes that the chances of developing strong Swedish talents as of 2007 are good is good. She

⁷¹ Numbers from Survey of tennis participants who would “definitely” attend.

especially believes in Hanna Nooni and Sofia Arvidsson. Potentially also Nadja Roma and Michaela Johansson because they are strong both physically and technically. “If they only have the determination and motivation, they will be able to participate in the event in 2007.”⁷² She also believed that a WTA event can have much value to these players and for their future tennis careers. The chairman of the SvTF reinforced that the ability for Nooni and Arvidsson to participate is realistic. The SvTF has set out a goal to develop a strong Swedish team to participate in the Olympics in Peking in 2008. For these players to have the possibility to get a wild card to the WTA event in Göteborg in 2007 can be a really good way or preparing for Peking, 2008.⁷³

The fact that it seems like some Swedish players will have the potential to play the event in 2007 is an important implication. If at least a few of them have the ability to participate the outcomes of the event will become more favorable. The opportunity for them to play can boost their tennis careers and inspire the tennis participation of others. Resulting from this, the audience rates and the attention from media are likely to increase.

8.5 Summary of Potential Impacts

After benchmarking all these other events according to their abilities of improving the sports in the region and by addressing factors which can influence the consequences such an event can have on women’s tennis, it is time to assess the likely impacts that a WTA can have on women’s tennis in Sweden. Below is a list of likely outcomes.

“The Boosting of Career Effect” The Swedish talents will get opportunities to participate in WTA events because of wild cards that they would not be given in other tournaments. This in turn can allow national players to attain points on the WTA ranking which can boost their tennis careers.

The “Role Model Effect” When young promising kids get to watch their role models play live they will get inspired, which can trigger them to train harder.

⁷² Maria Strandlund, 2004 (Media)

⁷³ Jan Carlzon, 2004 (Swedish Tennis Association & Associated Clubs)

The “Recruiting Effect” By inspiring and motivating kids the WTA tournament can enhance tennis participation rates, youth programs and attitudes towards tennis.

The “Measurement Effect” There are already tons of grassroots’ and lower level tournaments in Sweden. Much of Sweden’s problem in the past has been that the Swedish players have all been more or less on the same level, there has not been any one within reachable distance to look up to and measure its own game with. Swedish female tennis players need a standard in order to take a step further in the development process. They need female tennis players to watch and look up to that they can measure themselves with. With a WTA event on Swedish grounds the national talents can watch and learn. Furthermore, they get something challenging but tangible to measure themselves with, which can allow them to build up realistic and obtainable goals. These goals can motivate them to work harder.

The “Home Ground Effect” There are currently few tournaments and no annual WTA tournament on Swedish grounds. As a result the Swedes have to travel far to get good matches, which is really expensive. Many Swedish talents have been forced to give up their tennis because of lack of finances. A tennis tournament on Swedish grounds will be less expensive for the players as they do not have to pay for hotels and flights.

The “Attention Effect” The display of local talents can result in locals opening their eyes for future international stars. This can result in sponsors and media giving future attention to promising women tennis players.

The “Medias Effect” Media is a determining factor for increasing interest in tennis. In general, ones more tennis is broadcasted on TV, the interest for the sport increases. Therefore, hosting a WTA event is important for women’s tennis in Swedish since media will cover it.

The “Boosting Community Projects Effect” The event can lead to interaction and cooperation amongst the local tennis clubs. This can result in feelings of “Togetherness” and enhance “Sharing of Ideas”.⁷⁴ These factors together with the sharing of the profit which the tournament hopes to

⁷⁴ Getz, 1997, p44

eventually generate can in turn lay foundations for future tennis activities, events and the restructuring of facilities.

8.6 Support of the SvTF Summarized

As can be seen above the advantages that hosting a WTA tournament can have for women's tennis in Sweden are many. However, many factors can influence the impact that the event actually has on the actual consequences for the future of women's tennis. The number of girls that show up at the event, the ability of Swedish female tennis players to participate in the event, the interest from media and sponsors play a big part on the actual outcomes. However, if a Tier can be determined which meets these criteria; chances are that the outcomes can be very favorable.

Both Tier 2 and 3 events can have good impacts for the future of women's tennis. However, it seems like establishing a Tier 3 event is currently more inline with the objectives of the Swedish tennis Association. By acquiring a Tier 3 event and simultaneously buying a couple of world famous players some Swedish talents will have the chance to qualify or attain wild cards to the event, a few national players can be attracted, which means that all criteria can be met.

Once the Swedish players are at a higher level, the interest from the audience, sponsors and media is built up, and upgrading the tournament to a Tier 2 category will be advisable. But for the current situation, a Tier 3 is preferable for this stakeholder group.

9 SUPPORT OF THE LOCAL TENNIS COMMUNITY

This section will analyze the support of the local tennis community in order to determine if enough volunteers exist for the event. While the support of the local tennis community is also closely tied into the attendance to the event, this aspect will be discussed in the audience section.

Importance

Having the support of the local tennis community is very crucial in bringing an event to a city. A majority of the audience and volunteers belong to this category and without their support no event will be profitable or succeed in the long run.

Organizing a successful event is challenging; it takes much time, effort and money to run it, attracting enough audience and people willing to work hard for its success. Attaining the necessary 350 volunteers for 9 days that will be needed if a WTA event is to come to Göteborg is a difficult task. Subsequently, certain volunteer positions such as medical trainers, line referees and chair umpires require skilled labor, which makes the task even more challenging. For example, recruiting 40 skilled line referees without paying any salary seems unrealistic. Therefore, according to an expert in the volunteer field; “The willingness of people to participate as volunteer at such an event depends on their interest in tennis.”⁷⁵

The tournament director of the Stockholm Open, strongly emphasized the importance of having the support of the surrounding clubs and the regional tennis district; “Without involved people and enough interest from the community, it is difficult to attract volunteers and audience to the event.” The event is more likely to succeed when people in the surrounding clubs take responsibility and feel apart of the tournament.⁷⁶

The crowd that it attracts can either make or break an event. An event is so much more than a tennis tournament; in fact it is the entire experience around it which will determine its success. By having people from the local tennis community involved in the event, their responsibility and motivation will increase, which in turn make the general attitudes toward towards it more

⁷⁵ Anders Wennberg, 2004, (Other)

favorable. The key is to get the people from the local tennis clubs to build up expectations about the event, feel excited and look forward to it. It should be about doing something together in the community, because if it is and if people are happy they look forward to come back the next year. With a good spirit the participation from both the audience and volunteers will increase. Lastly, if the crowd and the spirit of the event are positive, chances are that the players, media and sponsors are also satisfied.

9.1 Methodology

Realizing the importance of having the support of the local tennis community in determining the success of the event, it was deemed necessary to get a feeling about the attitudes towards the event and find out whether people are actually likely to attend and volunteer in the event. Various means were taken to attain the needed information. First of all, the manager at Göteborg Tennis Association (GTA) and the club directors at Göteborg's largest tennis clubs Ullevi and GLTK were interviewed. These people were asked about their attitudes about the event, the anticipated impacts and the likeliness of them contributing with financial or human resources. They were also asked about past willingness of people from the local tennis community to attend and volunteer in similar activities. Secondly, 100 surveys were handed out to tennis participants at some of the local tennis clubs. The participants were at all ages and all tennis levels. The objectives of these surveys were to assess the general attitudes towards the event and their willingness of attending or volunteering.

9.2 Lessons to be learned from Similar Events

The Stockholm Open is a great example showing the importance of having the local tennis clubs highly involved and participating in the event. 70% of its volunteers and 90% of its audience are from the Stockholm area. The Stockholm Open is jointly owned by two local tennis clubs and the Stockholm Tennis Association. The profit generated from the event goes to the advancement of youth tennis in the region. By having the local tennis clubs owning the event, the people from the clubs feel responsible and are extremely motivated in being part of its success. Stockholm Open today has 450 people volunteering their time for the event.

⁷⁶ Per Hjertquist, 2004, (Swedish Tennis Association & Associated Clubs)

Throughout the research it was noted that even though all tournament directors had realized the importance of having the local tennis community involved in the event, surprisingly little research prior to the events had been done. This became especially evident seeing the outcomes of the Nordic Light Open. The event organizers had done very little pre studies to measure whether there would be enough interest from the audience and volunteers to take part in the event. It turned out that failing to account this group as a key stakeholder damaged the event badly. When it was time for the event people from the surrounding tennis clubs had very little desire for volunteering or watching. As a result, the owners suffered from lost ticket sales and having to pay people that otherwise would volunteer at the Stockholm Open. The Nordic Light Open is in contrast to the Stockholm Open, owned by a group of individuals. In other words, the local tennis clubs were not responsible for or included in the organization of the event. This may have had a contributing effect on the outcome of the event. By having the opportunity to learn from the successes and mistakes of these events, failures of accounting for the importance of this stakeholder group can be avoided.

9.3 Göteborg – A Supportive Tennis Community

Göteborg and its “Kommun” is more supportive and enthusiastic of tennis events than many other cities such as Stockholm. For example, Göteborg was really pushing for the opportunity to host the Davis Cup; Stockholm did not apply and did not show any interest.⁷⁷

Göteborg may be a relatively small geographical district but when it comes to the number of tennis participants and members, it is one of the countries largest. Tennis clubs in Göteborg have succeeded in attracting many members and other people with high interest and involvement in the sport. After analyzing and combining statistics from the various Swedish tennis districts with a survey conducted by the Swedish Tennis Association, it was found that 10.1% of people in Göteborg play tennis at least one time per year whereas in other areas in Sweden this number is considerably lower. In Stockholm the number was 7.5%, followed by Skåne 6.9%.

Knowing that Göteborg has a comparatively supportive tennis community will increase the abilities to attract an enthusiastic crowd to the event. This is

⁷⁷ Anders Wennberg, 2004, (Other)

a really good indicator for establishing an event, which facilitates the likelihood of the event to succeed in the long run.

Participation at Past Events

Göteborg has had very favorable experiences with hosting the Davis Cup in previous years. The event attracted much support from the local community. Although it was smaller in scale than what a WTA event will be, it can still be used as a good comparison. Approximately 110 people from the local tennis community volunteered in the event. The positions that required the largest number of workers were line judges and “Ball Boys” where 21 and 20 people volunteered respectively.⁷⁸

In addition to the Davis Cup event, Göteborg has been a host to various smaller tennis events which have required much volunteer work. These events have all succeeded in attracting the support of the tennis locals. The two largest clubs in Göteborg; GLTK and Ullevi have many supportive members who often contribute and help out in such events.⁷⁹ GLTK has a group of ladies who have been extremely supportive and often work for free at events.

It seems like the tennis enthusiasts in Göteborg are overall pretty helpful when it comes to volunteering at tournaments. They seem willing to do much for their sport and chances are that they will do just the same for a WTA event, especially if the objective of the event is to benefit the tennis participation in the region.

Club Directors Support

The interviewed club directors and the manager of the tennis association seemed to realize the benefits that such an event would have on the tennis in the region. They were very happy with the experiences from hosting the Davis Cup. The Davis cup created an opportunity for people in the Göteborg clubs to watch world class tennis, and to partake in something together. It created “Locker Room Talk,” community pride and increased the tennis

⁷⁸ Martin Stigh, 2004, (Swedish Tennis Association & Associated Clubs)

⁷⁹ Tryggve Svensson, Henrik Ekersund (Swedish Tennis Association & Associated Tennis Clubs)

participation in the region. They further hoped that bringing a WTA event to Göteborg will result in similar positive outcomes.⁸⁰

Attitudes

The attitudes from the interviewed people; the local tennis crowd, clubs and Göteborg Tennis Association were very favorable.

The club directors at the two largest tennis associations were really interested in hosting the event and potentially also running it. These people together with the manager of operations at GTA had realized the need for Göteborg to get a world class tennis event, since there no permanent ones. Stockholm currently has two tour events, Båstad has one and Göteborg has none, which is sad being such a large and supportive tennis community. The interviewees further believed that such an event would benefit the tennis participation in the region, the attitudes among the tennis members and provide a path for local tennis players to advance to a higher level. These people could all consider taking part in the ownership of the event and arrange it, in fact, they could also consider doing it together. Both clubs together with Göteborg tennis association indicated that they were willing to invest some money in the event and could also contribute with human resources.

The strong support that this group showed is really good implications for the event. If the event is run by locals the event is more likely to succeed. As the responsibility and part taking in the event increases motivation generally increases.

Surveys were also conducted among tennis members at clubs in the Göteborg region to measure the willingness of club members to volunteer at the event. The surveys conducted showed an extremely strong willingness of club members to volunteer at the event. The average response rate of the club members to volunteer at the event was a staggering 46% (See Appendix 5: Survey of tennis club members in Västsverige). If this number would attend of the 9,716 tennis club members in Göteborg, the volunteer requirements would be reached with a large margin.⁸¹

⁸⁰ Henrik Ekersund, 2004 (Swedish Tennis Association & Associated Clubs)

⁸¹ Martin Stigh, 2004, (Swedish Tennis Association & Associated Clubs)

9.4 Support of the Local Tennis Community Summarized

The findings from the interviewed local tennis crowd, tennis clubs and GTA indicates that the support for the event is very large, which is extremely important for the event. By having people from the local tennis community involved in the event, the general attitudes towards it become more favorable. If a good spirit and a positive atmosphere can be built, the event has a great chance of succeeding in the long run.

The interest in attending and volunteering will increase slightly in a higher Tier event because of the well known players it is likely to attract. However, since the objective of the local tennis community is to advance tennis in the region, this group is less concerned with the category of the event. Göteborg is in a strong need for good tennis tournaments and whether a Tier 3 or Tier 2 event is to be established will make less difference to this group.

10 SUPPORT OF THE MEDIA

Presented below is the estimated support of the media for a WTA tournament in Göteborg. The support will be divided into support of the international broadcasters, national broadcasters and print media.

Importance

In order to arrange a WTA event the support from Media and TV is needed. In addition to being a prerequisite in establishing an event, the support of TV and media helps determine the likelihood of the event to succeed and its ability to survive in the long run. Television and media influences the direction and marketing of events and therefore, they play key roles in attracting both audience and sponsors to the event.⁸²

However, there is one form of media that is especially critical in determining the feasibility of arranging the event and that is national TV. Getting the event broadcast by National TV is a prerequisite and a determining factor in the feasibility of arranging the event. According to an expert commentator at SVT; “TV contracts are the keys to success. TV exposure determines the future of the tennis tournaments.” Without interest from national TV the audience will not show up and the sponsors will not be interested in sponsoring the event. Since the sponsors are interested in gaining TV exposure, few sponsors would be interested in sponsoring the event without TV coverage.⁸³ In addition, to have the event broadcasted by national TV is also a requirement by the WTA. Each tournament is required by the WTA to supply a host broadcaster to 100%. National coverage of the semi-finals and finals is required for both Tier 2 and Tier 3 events.⁸⁴ The aim of this section is therefore to assess whether it is possible to get the event broadcasted by national TV and also editorially covered in the newspapers.

10.1 Methodology

Realizing the importance of this stakeholder group and especially national television in determining the feasibility of the event, it was deemed necessary to measure whether there will be enough support of these groups to cover the event. However, it should be noted that it is difficult to judge whether or not

⁸² Bowdin, 2002, p.57

⁸³ Gunnarsson, 2002

the TV and newspapers will support an event before it actually exists. Not until the event is scheduled, the players are set, and it is time to negotiate will one know for sure whether the event will be broadcasted and how supportive media will be. However, based on interviews and benchmarking of similar tennis events and their ability to attract TV and Media, alternative ways of assessing the possibility of the event being televised were found.

Firstly, interviews with the governing body of WTA were conducted to gain information and figures regarding the international broadcasters' requirements and coverage of the WTA tour. Secondly, other large tennis events hosted in Sweden such as the Swedish Open, Stockholm Open and the Nordic Light Open were benchmarked and analyzed according to their ability to attract public TV and media. Thirdly, phone interviews with the most well known and influential TV and media groups were conducted. The interviewed TV companies were SVT, TV4 and Eurosport. The interviewed printed media companies are Aftonbladet, Expressen, GP and GT. The objective of this research was to find out the likelihood of them covering the event and what their requirements would be.

Since national TV is the most critical media in determining the feasibility of the event, an extra emphasis is given to determining whether it will be possible to get the event broadcasted by national television.

The first section describes international TV coverage of WTA events where an assessment of the likelihood of getting the event broadcasted internationally is given. The second section assesses the support of national broadcasters of the event. It provides an overview of the Swedish TV market and an analysis of past trends and national broadcasters' coverage of tennis events. Finally the broadcasters' requirements and selection criteria in deciding what events to broadcast are discussed. The third section assesses the support of national public press, which will be discussed fairly briefly. Extra emphasis will instead be given to decide how likely TV is to broadcast the event since TV is the most influential media and since their support is especially crucial for the feasibility of the event. The fourth and final section in this chapter summarizes the main opportunities and threats that a WTA event will face in regards to attracting the attention of public press,

⁸⁴ Ann Hartman, 2004 (WTA Inc.)

international TV and national TV. In the end it commences by predicting the likeliness of this stakeholder group to actually support the event and what implications this has for the determination of the Tier and timing.

10.2 International Broadcasting Trends

According to an expert commentator at Eurosport; “TV’s willingness to cover WTA tour events has increased substantially over the last years.” There are many reasons for this increasing interest of TV including favorable changes in rules and policies as well as increased success of women’s sports. However, it is the authors’ beliefs that the most influential factor is the increased interest among the audience. As described in an earlier section of this report, the WTA tour is today the worlds leading sport for women and the TV viewer ship is increasing every year.⁸⁵ Amateur players can relate their own games to women’s tennis, which has made the WTA tour attractive to watch. In addition, the tour does indeed have the worlds most popular and recognizable female athletes.⁸⁶ The WTA tour is really attractive in the eyes of media if you have a well-known name to promote the event with.⁸⁷

No matter the reasons of the increasing interest among international TV and media, it is a fact that international broadcasters seem to have realized the value of the WTA tour. Today the tour has international broadcast partners in every region of the world. In 2004, they collectively broadcast over 825 matches and 1,600 hours of women's tennis. This year WTA tour events are viewed on TV worldwide and reach 4.5 billion households.⁸⁸

With the continued cooperative efforts of New Regency Enterprises and Eurosport, the WTA Tour's distribution of tennis on television will continue to dramatically increase on a worldwide basis.⁸⁹ Eurosport has increased its international coverage of the WTA tour substantially over recent years. The channel is covering WTA tour events every week.⁹⁰ This year Eurosport cover 27 of the existing 60 WTA tour events, reach over 94 million homes and more than 220 million viewers in 54 countries. Eurosport covers 420

⁸⁵ Alven, 2004

⁸⁶ *ibid*

⁸⁷ Maria Strandlund, 2004 (Media)

⁸⁸ Taylor Research and Marketing Group-2003

⁸⁹ www.wtatour.com

⁹⁰ Maria Strandlund, 2004, (Media)

hours of WTA tour matches.⁹¹ This year all Tier 1 tournaments, Tier 3 tournaments and the season-ending Championships are required to participate in the official WTA Tour International Television Rights Pool. Therefore, all these events are broadcasted internationally.

Support of International Broadcasters

The support of international broadcasters depends very much on the Tier of the WTA event. Due to an agreement between the WTA and Eurosport, every Tier 2 tournament will be broadcasted internationally because it participates in the international broadcasting pool. However, if Göteborg is instead to host a Tier 3 event, the chances are smaller since Tier 3 events are not part of this international broadcasting pool. However, getting the event internationally broadcasted is not impossible for a Tier 3 tournament, it just requires some work of the event organizers as the international broadcasting rights are not owned or guaranteed by the *official WTA Tour International Television Rights Pool*.⁹²

Getting the event broadcasted internationally might be important for Göteborg & Co since their organization seek to build the image and promote Göteborg on an international basis. However, the most critical factor in determining the feasibility of the event is as stated before to get the event covered by a national broadcaster. International coverage or not, the international broadcasters will in either way require compliment by the tournaments' domestic broadcast partners.⁹³

It should be noted however that although TVs interest for the WTA tour has increased very rapidly internationally, Sweden is lagging far behind. This may partly be due to the fact that Sweden has not up to last year been hosting any WTA tour events, but also because of its inability to develop female players that have performed well internationally. Either way, it is considerably harder to attract the attention of TV and Media in Sweden than it is internationally. However, if Swedish TVs' interest in broadcasting WTA tour events will follow international trends, Swedish TVs' interest in supporting WTA tour events will increase substantially in the following years.

⁹¹ Alven, 2004

⁹² Ann Hartman, 2004 (WTA Inc)

⁹³ *ibid*

10.3 Support of National TV

As stressed earlier, having the national TV channels broadcasting the event is key in order to it to succeed in the long run. Without the support of national TV, the audience will not show up and the sponsors will not be interested in sponsoring the event. In addition, each tournament is required by the WTA to supply a host broadcaster; national coverage of the semi-finals and finals is required for both Tier 2 and Tier 3 events. Tier 2's usually have their events broadcasted from Thursday to Sunday whereas Tier 3 events usually broadcast on weekends (the finals) only.⁹⁴

Various steps were taken in order to determine the likeliness of TV to support the event. Firstly an overview of the Swedish TV market is presented. This section discusses the Swedish TV landscape, the main TV channels and the challenges of getting the event broadcasted. Next section discussed past willingness and reason trends of national broadcasters to cover the event. The final section discusses requirements and selection criteria of the national TV stations in broadcasting the event.

Overview of the Swedish TV Market

As was noted earlier, although TV's interest for the WTA tour has increased very rapidly internationally, Sweden is lagging far behind. It is considerably harder to attract the attention of TV and media in Sweden than it is internationally. There are several reasons for those difficulties of attracting the attention of national TV to the event. Firstly, it should be mentioned that there are only two national broadcasters in Sweden. As a result, getting tennis events broadcasted on national TV can be extremely challenging in today's competitive TV market. The WTA event will compete with many other sporting events, talk shows and documentaries for broadcasting time. And since there are so few national TV channels to choose from and so many events wanting to be broadcasted, the TV channels are having an extreme bargaining power over the event organizers. This bargaining power allows the TV channels to be very selective on what events to broadcast.

Because broadcasting time on TV is so important for the success of the event, this large negotiation power of the broadcasters is a big challenge for event

⁹⁴ *ibid*

organizers. This was confirmed by a professional sales agent dealing with TV rights for tennis tournaments who stated that, “The Swedish television is not exactly running for the opportunity to broadcast tennis events.” As a result, the organizers of most tennis events nowadays have to pay for the production costs themselves and practically end up having to give the production to TV4 or SVT for free in order for them to broadcast the event. Sometimes the TV will not broadcast events even though they are given the production for free.”⁹⁵

The Swedish TV Landscape

Before determining the likeliness of National TV to cover the WTA event and prior to looking at the national TV’s past support of other tennis events, it is important to understand the Swedish TV landscape.

As was previously mentioned, there are only two real national broadcasters in Sweden. These are SVT (originally consisting on SVT1 and 2) and TV4. The channels of these broadcasters, namely channel 1,2 and 4 cover all national households in Sweden who pay TV license. However, in recent years these two broadcasters both increased their number of channels. Today SVT owns SVT24 and SVT Extra in addition to channel 1 and 2. TV4 today owns TV4 plus in addition to its original channel 4. However, these channels are land based and do not reach all Swedish households. In fact, these new digital channels each reach approximately two million people.⁹⁶ Therefore, in order to get national coverage of the WTA tour event, the event needs to be broadcasted on either SVT channel 1 or 2 or TV4. In other words it needs to be broadcasted on one of the land-based channels, which limits the options severely.

SVT is a state owned company, which means that they are required by the Swedish government to cover a wider variety of events than that of TV4. SVT has a larger public service requirement than what TV4 does and are therefore forced to show more female sporting events and events that attract a smaller audience. They have to make the decisions on pure sporty grounds rather than by how much audience the event attracts. SVT also have some gender goals to meet.⁹⁷

⁹⁵ Jonas Persson, 2004 (Media)

⁹⁶ Mats Persson, 2004 (Media)

⁹⁷ ibid

TV4 is a commercial channel and is therefore concerned with providing commercial value to their clients or advertisers. To satisfy the needs of their clients, TV4 requires a large audience for the event. The reliance of commercial money has resulted in a constant need for TV4 to be more selective in their choice of programs and events to broadcast. TV4 has therefore decided to focus more on series of events and less on yearly events since series provide their clients with repetitive exposure. The few yearly events that TV4 will broadcast in the future are events that attract a very large audience.

In other words, because of the different nature of the two channels they have different requirements and interests when it comes to covering events, which will influence their willingness of supporting a WTA event. These discrepancies in requirements and selection criteria of events are discussed in a later section of this chapter. However, in order to being able to assess the likeliness of these two broadcasters to support a WTA event if it comes to Göteborg it is important to first look at past willingness of these channels to support tennis events. Once the past has been analyzed it becomes easier to predict the future.

Past Willingness of Broadcasting Tennis Events

The negotiation power of the Swedish broadcasters and the challenge of getting tennis events aired on TV can be reflected in the low interest that Swedish TV has shown for tennis in the previous years. In 2002 Mats Wilander, Davis Cup captain and tennis legend stated that the media's interest for tennis is large on an international scale but dead in Sweden.⁹⁸ This means that although the interest for tennis and particularly women's tennis is large on an international scale it has been pretty low in Sweden.

TV has blamed their low interest in tennis on the inability of Sweden to develop star tennis players and the difficulty for TV to schedule tennis matches, since it is difficult to know when a tennis match ends. This according to TV and media has been reflected in a low interest among the Swedish audience. However, according to audience research that SVT themselves carried out regarding what sports the Swedish TV audience

⁹⁸ Wilander, 2002

themselves wanted to watch, tennis ranked number 8. However, for some reason, tennis has gotten much lower priority than being the 8th most shown sport in national television in past years.⁹⁹

Being aware of national TVs past unwillingness of broadcasting tennis events is helpful in order to understand their reluctance today. It will also help understanding the reasons for the hesitation in broadcasting tennis events and facilitate predicting the chances of getting the WTA event covered by national television.

Recent Improvements

Having addressed the challenges that tennis has faced in the past when it comes to attract TV's attention to tennis events, it is important to look at the developments that have taken place and what has caused those improvements. In this section the Swedish Open and Stockholm Open will be especially benchmarked according to their ability to attract the attention of national TV.

Although the Swedish media and TV's interest for tennis is not at the levels it is at internationally, improvements have been remarkable in recent years. In fact, both the Swedish Open and Stockholm Open have shown positive trends.

Swedish Open has shown an enormous improvement in attracting TV coverage the last five or six years. In 2002, the Swedish Open was not broadcasted on land based TV such as SVT1, but was only covered on digital TV throughout the week.¹⁰⁰ Today, SVT cover Swedish open matches from Wednesday to Sunday. Between Wednesday and Friday the matches are shown in SVT's new channel SVT24. The weekend matches, i.e. the semi-finals and finals are shown in SVT1.

Stockholm Open has been following a similar path in its ability to attract the attention of national TV. TV4 is the official broadcaster of the Stockholm Open since 2 years ago. Today TV4 cover matches from Wednesday to Sunday. The Wednesday to Friday matches are shown in TV4Plus and the

⁹⁹ Arnesen, 2002

¹⁰⁰ Gunnarsson, 2002

weekend matches are shown in the regular TV4.¹⁰¹ Today the Stockholm Open is broadcasted in between 50-70 countries per year, which no other Swedish event can come close to. This year the Swedish Open has convinced TV to show 30 seconds promotion of the city of Stockholm in accordance with its international broadcast. This is extremely meaningful for the promotion of Stockholm internationally.¹⁰²

One example of an event where improvements in TVs attitudes toward broadcasting tennis events can also be noted is the Nordic Light Open. The Nordic Light Open was in its premier year broadcasted on national TV, even though it is only a Tier 4 event and even though it has gotten heavily criticized for its bad timing, i.e. the week before the summer Olympics. TV4 broadcasted the weekend matches and SVT covered the event on the news. Although TV's experience broadcasting it may not have been the best taken into account the low attendance rate that the event attracted, it still was covered by national TV, which is a positive indication.

Reasons for Improvement

The reasons for the improvements in TV's interest in broadcasting tennis events may be due to several non exclusive factors. Firstly, more TV channels have emerged in recent years. As was previously discussed, SVT has gotten two new channel called SVT24 and SVT Extra. Simultaneously TV4 also got a new channel called TV4plus. These new channels have already proven to have favorable impacts for the future of Swedish tennis events. It has resulted in SVT and TV4 being more flexible and open towards broadcasting tennis. TV used to be reluctant to schedule tennis matches during the weekdays because of difficulty in predicting when a tennis match would end. TV used to fear that the tennis matches would take longer than predicted and that the channel would be unable to show their most popular TV shows during prime time. With these new channels, they can get around that issue by showing the weekday matches on their new satellite channels and the semi-finals and finals on the regular channels during the weekend. Although these new channels are not available to all household and the number of Swedish broadcasters still remains at two, this trend allows for

¹⁰¹ Morten Gierlöff, 2004 (Swedish Tennis Association & Associated Clubs)

¹⁰² Per Hjertquist, 2004 (Tournament Directors)

more tennis to be broadcasted on national TV and a more favorable attitude towards broadcasting tennis events.

Secondly, much of TV's increasing interest in broadcasting tennis events has been due to the improved ability of the Swedish tournaments to attract strong players to the tournaments. The Stockholm Open and Swedish Open have been extremely successful in recent years to attract well known international names. Additionally, they have also been lucky in a sense to have Swedish players advancing far in the tournaments. The importance of having international stars participating in the event and Swedish players advancing far in the tournaments can be seen when analyzing the attendance rates and watching rates for both the Stockholm Open and the Swedish Open in recent years. The Stockholm Open had very high attendance figures during the time when Björn Borg, Stefan Edberg and Mats Wilander advanced far in the tournament. That time was followed by a decrease in attendance rates for some years when the Swedes were not advancing as far. The attendance rates then later picked up again when the new generation of Swedish tennis stars emerged. The Swedish Open has shown a similar trend. The attendance rate increased when Swedish players such as Magnus Gustavsson, Magnus Norman and Robin Söderling have advanced far in the tournament.

This last example reinforces the importance of attracting quality players to the event. If the WTA event in Göteborg is able to attract only a few well-known international names, the chances of getting the event broadcasted on national TV increases dramatically. In addition, if Sweden can develop some good female players that are able to compete in the event as of 2007 the chances are high that SVT or TV4 will support the event.

Thirdly, the politics has transformed to the better, gender/discrimination policies are improving which has resulted in an increased interest for women's sports. Because of favorable changes in rules and policies and the increased success of female athletes more female sports have been shown in TV in recent years.¹⁰³ This may have affected TV's agreement to broadcast the Nordic Light Open and it will most likely increase the chances of getting the WTA event broadcasted by National TV.

¹⁰³ Maria Strandlund, 2004 (Media)

In concluding this section, it seems like the Swedish TV landscape has become more favorable towards broadcasting tennis events. As more TV channels have emerged and the policies for showing female sports have improved it is becoming easier to get the support of national TV. However, since there are still only two broadcasters to choose from and there are many events that compete for their attention, it becomes very crucial to meet the event requirements and selection criteria of these two broadcasters in order to get their support. Knowing the requirements that the main TV companies have on the event prior to the potentially establishment, mistakes of other event organizers can be avoided and risks of event failures can be eliminated.

Selection Criteria for Events to Broadcast

This section discusses how the two largest Swedish broadcasters make their selections on what events to broadcast and their requirements for potentially broadcasting events. Once their requirements of what the event ought to entail in order for them to broadcast it are known, it becomes easier to assess their likeliness of supporting a WTA event if it comes to Göteborg. In addition, it facilitates designing the event and the appropriate Tier and timing so that it meets their requirements and guarantees their support.

From the interviews conducted with the sports directors of the two largest national TV companies; TV4 and SVT, it became evident that both channels select events to broadcast based on how editorially attractive the event is. I.e. the basic requirement is for the event to have substantial interest from the *audience* which in turn is determined by the following factors:

1. Quality of players participating in the event
 - a. Well known international names
 - b. Swedish players on the upswing
2. Timing of the event

According to both sports directors of SVT and TV4 the ability of the tournaments to attract strong players is key in order for them to broadcast the event since they have learned from past experiences that this indeed affects the audience interest. Rolf Possborn at SVT indicated that, “If the event will attract a few well known international names and a few Swedish players with potentials of advancing far in the tournament, the audience interest will

increase and the TV's chances of covering the event will increase.”¹⁰⁴ However since there are few Swedish women that are at the level where they can compete with the big international names, the latter becomes more important in order to draw TV's attention.

Timing is a very critical factor in determining the support of national TV. If many other large events are scheduled during the same time, the TV will be less willing to broadcast a WTA event. Both SVT and TV4 had had bad experiences with Nordic Light Open due to its bad timing. The Nordic Light Open was scheduled the first week of August during the holiday season and it was competing with other large events such as; the Olympics, HP Open in Golf and the European Football Championship. Both sport directors indicated that they will not broadcast another event scheduled during such bad time again.

Without taking into consideration who will be the most likely to broadcast the event, it can be concluded that SVT and TV4 have some common criteria that need to be met in order for them to support the event. It is important to realize that sufficient interest from the audience is very critical to gain the attention of Swedish broadcasters. Having a few well-known international players and some Swedish forth-comers participating in the event is also crucial in order to draw their attention. Furthermore, it is essential to take into consideration the schedule of other events when determining the appropriate timing. It becomes evident that if the event can be designed in a way, which meets the criteria of these national broadcasters, their support can almost be guaranteed.

Analysis of the Swedish TV Support

Although these two broadcasters share criteria for selecting events to broadcast, they also have some differences in interests which they need to consider when making their selections of events to broadcast. These differences in interests influence their abilities to be selective in determining what events to broadcast. Knowing these differences makes it easier to determine who is the most likely to support the event.

¹⁰⁴ Rolf Possborn & Mats Persson, 2004 (Media)

Since TV4 is relying on money from advertisers its main requirement for broadcasting an event is that it has a large audience so that the advertisers will get their invested money worthwhile. The reliance on a high audience number has resulted in a constant need for TV4 to be selective in their choice of programs and events to broadcast. The few yearly events that TV4 will broadcast in the future are events that attract a very large audience.

SVT on the other hand cannot be as selective when determining what events to broadcast since it has public service requirements, which they need to meet. SVT is required by the government to base their decisions on a sporty ground rather than base it on audience interest. They are also required to broadcast a certain number of women's events in order to promote and advance women's sports. Therefore SVT is sometimes forced to broadcast events even though they do not attract a large audience.

From this analysis it can be concluded that it seems easier to get the WTA event broadcasted by SVT than TV4. This can be assumed since SVT has some elements of goodwill to account for and considering they are required to be broader and that their goal is to show an increasing amount of women's sports on the screen. It will be harder to convince TV4 that the WTA event will attract such large spectatorship that the event can guarantee its clients their advertising money worthwhile.

10.4 Support of the Published Press

Although having the support of national TV might be more important in determining the feasibility of an event, the support of the public press is still very crucial in order to attract audience to the event and in order for the event to succeed in the long run. Therefore, it was deemed necessary to predict the support of the national press of the event. This section will be very short however as the priority of this chapter is to predict the support of national TV.

In order to predict the support of public press for the event, it was determined that primary research needed to be conducted in order to get a picture of the public press' attitudes and interest in cover the event in the news. Interviews with sport directors at GP, GT, Aftonbladet and Expressen were conducted since these Medias were determined to have the greatest likelihood of

covering a WTA event to be hosted in Göteborg. This was assumed since GP and GT are large Göteborg based papers. Aftonbladet and Expressen are large evening papers which have been covering many tennis events in the past.

Attitudes toward Covering Tennis Events

The general feeling among the media towards a WTA event hosted in Göteborg was extremely favorable. All interviewed sports directors indicated that it would be fun with a WTA tournament in Göteborg. They believed that women's tennis is hot at the moment and that the Swedish market is in need for something new and fresh on the sports side. They further stated that women's tennis has great future value. However, they all pointed out that the Swedish media is screaming for a good Swedish female tennis player at the moment. Once a good female Swede is on the upswing their support will increase dramatically. It was also concluded from the interviews that GT and GP are more interested in covering the event since they are local. Both directors of these papers indicated that they will write about the WTA event if it is to come to Göteborg no matter the level of the event. However, how much they will cover it depends on the quality of players it attracts and how interested the audience will be.

Requirements for covering tennis events

From our interviews it was found that the main requirement of the public press to cover the WTA event is that it will be broadcasted on national television. In fact, the printed media is closely following the path of TV in covering tennis events. Whenever TV is broadcasted the events, media is there. If TV is covering the event, it becomes much more interesting for the newspapers as it draws more readers. All other reasons and requirements proved to be very similar to that of TV. Knowing that their willingness of covering the event is so largely dependent on the support of TV, there is no need for giving a deeper description or analysis of the requirements and reasons for the press to cover the event. Instead the findings are summarized below.

The main requirement for GP, GT, Aftonbladet and Expressen to cover an event in the news is for the event to have the potential of calling for good stories. Good stories arise from the participation of star international players

and national players advancing far in the event. They believed that a few top 20 names were crucial since there are no really good Swedish females at the moment. These papers indicated their willingness to editorially cover the event if the interest is high among the audience, TV and the business environment. If these requirements are not fulfilled very little coverage will be given to the tournament.¹⁰⁵ As far as timing goes February is better for printed press. September/October is the end of “Allsvenskan” in soccer and the Elite series in hockey has just begun.

10.5 Assessment of Opportunities and Threats

This section will serve as a “Recap of the Main Points” where all the important points that are determinant in predicting the actual support of TV and media are discussed. The section is summarized in such a way that it lists the main opportunities and threats that a WTA event will face in regards to attracting the attention of public press, international TV and national TV. After this recap, it becomes easier to assess the support of this stakeholder group, to determine what the event ought to entail and when it is to be scheduled in order to get their support.

Opportunities

- Women’s tennis is hot internationally; both attendance rates and watching rates are increasing, tennis can have a great has a great future value
- The Swedish market is in need of something new and fresh
- Tennis ranks among top 8 of sports to watch in Sweden¹⁰⁶
- The national broadcasters have public service requirements they need to meet, especially SVT
- The politics has transformed to the better - Gender/discrimination policies are improving which has resulted in an increased interest for women’s sports
- More channels have emerged, which has resulted in more flexibility and willingness of media to broadcast tennis events
- If the event is able to attract a few well known international names, the increase from TV and the press will increase dramatically.

¹⁰⁵ Tore Lund, 2004. Peter Pettersson Kymmer, 2004. Mattias Karlsson, 2004. (Media)

¹⁰⁶ Arnesen, 2002

- Swedish talents are on the rise. The Swedish tennis association is strongly prioritizing women's tennis at the moment and is using many efforts, which means that the possibilities of Sweden to develop some strong female tennis players by 2007 are pretty high.
- If a time can be found for the event when TV and media are not occupied covering other large events their support is likely to increase.
- The Nordic Light Open was able to get its Tier 4 event broadcasted on national television even though it was a low Tier event and the timing was bad.

-

Threats

- Still there are few national broadcasters to choose from
- It takes time to build interest for watching women's tennis, especially since there is no such culture in Sweden
- The importance of having national talents participating in the event in order to get media's attention can serve as a threat. This is especially true since Sweden has had difficulty developing good female tennis players in the past. Therefore, it may be difficult for a tennis event to compete with other female sports such as downhill skiing and golf due to the success of Swedish female athletes such as, Anja Persson, Annika Sörenstam¹⁰⁷
- SVT had bad experience with the Nordic Light because of bad timing.

10.6 Support of Media Summarized

After providing a recap of all the main opportunities and threats that event organizers will face when attracting the attention of TV and Media to the event, it finally becomes easier to predict the actual support of the event and to determine what is required from TV and public press with regards to timing and Tier. The aim of this section is therefore to summarize the willingness of international TV, national TV and the public press to support a WTA event if it is to come to Göteborg and to discuss what Tier and timing that can be recommended in order to get their support.

International Broadcasters

¹⁰⁷ Ninna Engberg, 2004 (Media)

The chances of getting the event covered by international broadcasters such as Eurosport depends on the Tier of the event. If the event will be a Tier2, then the event is guaranteed to be covered because of WTA's broadcasting deals with the Eurosport. However, if the event will be a Tier3 category, the chances of international broadcasters to cover the event is smaller but not impossible, it just requires some work of the event organizers as the international broadcasting rights are not owned or guaranteed by the official WTA Tour International Television Rights Pool.¹⁰⁸

Tier Implications: The chance is higher with a Tier 2 event.

National Broadcasters

Knowing that the requirements for national TV to broadcast the event are to attract a few well known players, a few national forth-comers, sufficient audience and the right timing it becomes quite obvious that if the event can be designed in such a way that it meets those criteria the chances are very high that the event will be broadcasted on national TV.

Tier Implications

Since the players the event attracts is one of the most critical factors which determine the support of national TV the following assumptions regarding the most suitable Tier can be made. Firstly, a higher Tier event is more attractive for media. The support of national broadcasters can most likely be gained by hosting either a Tier 2 or Tier 3 event. With the higher Tier event, their support can uttermost be assured since it guarantees that some top 20 players participate in the event. However, by hosting a Tier 3 event the attention of national TV can also be gained by paying a few top 20 players appearance money in order for them to participate.

Additionally, the Nordic Light Open was able to get its Tier 4 event broadcasted on national television even though it was a low Tier event and the timing was bad. Therefore, it seems likely that Göteborg with its Tier 2 or 3 event will get its event broadcasted.

Finally, it seems as there is a greater chance of getting the support of SVT than TV4. This assumption is made after interviewing both companies,

¹⁰⁸ Ann Hartman, 2004 (WTA Inc)

comparing their attitudes and criteria for selecting events. Considering that SVT has requirements by the public to be broader and to focus more on women's sports SVT is more likely to broadcast either a Tier 2 or 3 event. TV 4 may only be interested in broadcasting the event if it will be in the higher category.

Tier Implications: The chances of getting national support for either a Tier 2 or Tier 3 event are high.

Timing Implications

Knowing that the timing of the event is key in order to get the support of national TV the following requirements should be met. A time for the event should be selected when national TV is not occupied by broadcasting other large international sporting events. September/ October is a preferable timing for TV since they are busy broadcasting winter sports in February. However, an event will always face some competition and knowing that only downhill skiing is a threat in February scheduling an event during that time might not be impossible. In fact, there have been cases where events got broadcasted by national TV even though many events were going on during the same time. One example is the Nordic Light which managed to get its event nationally broadcasted even though three large events were going on at the same time.

Timing Implications: The chances of getting the support of national broadcasters are high for either the September/October time or the February. However, September/October is a less busy time for national TV.

Printed Media

Timing Implications: The printed press had the opposite preference with regards to timing than that of TV; February was preferable since September/October is busier with the beginning of the hockey season and end of Football season.

11 SUPPORT OF AUDIENCE

This section is focused on determining the support of the audience for the event by attempting to estimate the number of spectators likely to attend the event.

Importance

Bringing a WTA tournament to Göteborg does not make much sense if a market does not exist for the event. While WTA tournaments do not survive based on their ticket sales alone, not having enough spectators for the tournament will lead to unmotivated players, disappointed sponsors, and an uninterested media. If these groups lose their interest a WTA tournament would find it hard to exist in the long run. Since this study is looking at the possibility of establishing a tournament with a long-term perspective, the audience cannot be ignored.

11.1 Methodology

Tournament directors of ten Tier 2 tournaments, and ten Tier 3 tournaments were contacted in order to gain a broad picture of what type of people attend WTA across the globe. Several of the tournament directors provided a description of the types of fans who attend the events while a few tournament directors were able to provide detailed marketing information regarding the fans in attendance. In addition, the WTA headquarters in Florida was contacted, who provided an overview of WTA Tournament demographics.

Because no information is available regarding who may attend a WTA event in Sweden, data from professional men's tournaments in Sweden were analyzed to draw any potential similarities between the audiences. This information came from mainly two tournaments, which was the Stockholm Open and the Swedish Open. For details regarding how the survey was conducted please refer to the main methodology chapter.

Most of this section is based around estimating the number of tennis fans who may be interested in the event. For this reason, much time had to be put into determining the number of tennis players in Göteborg and the surrounding regions. Because numbers for the surrounding area of Göteborg

was not available, it meant that each individual tennis club had to be contacted to get an accurate representation of how many people play tennis in the area. Additionally, the WTA headquarters was once again contacted, who provided detailed information showing the number of tennis players in every European country.

In this section the attempt is made to answer two main questions. This first question is ‘who’ would attend a WTA tournament in Göteborg, while the second is ‘how many’ people would possibly attend the event. To answer these questions, the interest in the sport of tennis is first presented to give an idea of how popular the sport is. An overview of a typical WTA audience is then presented to help define who the target market would be for the tournament. This is followed by a description of the audience at the Stockholm Open. The number of tennis players in Sweden is then presented in comparison to other European countries to see how the interest within Sweden may compare to other European countries. This is followed by an illustration of how many players are in the Göteborg and the surrounding area. Using the number of tennis players in the region, estimation is made of how many people may attend the event. The section is concluded with a discussion revolving around the support of the audience with respect to both a Tier 2 and Tier 3 tournament.

11.2 Swedish Interest in Tennis

When predicting the support for a tennis event in Göteborg, it is useful to be able to estimate the interest for the sport in general in the country. Comparing the interest in Sweden to other European countries successfully hosting WTA tournaments can contribute a better understanding if a WTA event can be successfully hosted in Sweden, let alone Göteborg. The best ways to measure interest in Sweden would be to compare the TV viewing numbers of Sweden to other countries. However, the WTA or Eurosport did not have any specific information regarding the rates in the country of Swede. Unfortunately, the only numbers available regarding viewing rates in the country of Sweden, was from a survey conducted by SVT, which ranked the sport of tennis as the eighth most popular sport in terms of viewer preference.¹⁰⁹

¹⁰⁹ Arnesen, 2002

Because no information was available regarding the TV viewing numbers in Sweden, the next best method to judge interest in tennis in the country is to compare the number of tennis players in Sweden to other European countries. This information is a useful indicator to judge the interest in Sweden in comparison to other countries because a large percentage of audiences tend to be made up of tennis players.¹¹⁰ Presented below is a table showing the top ten European countries based on the percentage of residents in the country playing tennis. The column on the far right shows how many WTA Tournaments the country has. For more details please refer to Appendix 8: Registered players by country.

Table 2: Top European countries by tennis participants per inhabitant & number of WTA Tournaments in the country (Adapted from Appendix 8)

Nation	Players per inhabitant	Number of annual WTA tournaments hosted¹¹¹
1. Austria	10.0%	2
2. Great Britain	8.1%	3
3. Netherlands	8.1%	1
4. Sweden	7.4%	0
5. Switzerland	7.0%	1
6. Italy	5.4%	2
7. France	5.0%	2
8. Spain	4.7%	1
9. Germany	3.9%	3
10. Belgium	2.5%	1

The table above shows that the sport of tennis is fairly large in Sweden. With seven percent of the population playing tennis, Sweden has the fourth highest percentage of participants. As has been shown, a large number of the spectators at tennis events are people who play tennis. Because Sweden has such a large percentage of the population playing tennis it would seem that the interest for the sport is surely there. Another positive point in respect to this is that every other country on the list is successfully hosting at least one annual WTA Tournament. The fact that countries such as Switzerland and Belgium are both hosts to WTA events, which have rather comparable population to Sweden (7.5 million and 10.3 million respectively) and a lower number of tennis participants only seems to make it more likely that a sufficient number of spectators would attend the event.

¹¹⁰ Mac Winker, 2004 (Tournament Directors),

¹¹¹ WTA Rulebook, 2004, pg. 371-384

Key findings: Sweden ranks as the fourth highest European country in terms of tennis participation. However, it is the only country ranking in the top ten in terms of participation that is not hosting an annual WTA tournament.

11.3 WTA Audience

A typical WTA Tournament is made up of high income and highly educated people (average income of \$77,000 in the USA. Slightly more women than men usually attend the tournaments, and the audience is of varying ages. Though the average age is around forty, people of all ages can be found at the event.¹¹² (A complete breakdown of WTA spectator demographics can be found in Appendix 9)

The attendance to WTA Tournaments can be segmented into a number of different groups. Based on the research conducted, it can be concluded that there are five different groups of fans that attend WTA events. The groups are families, business clients, tennis players, sport interested people, and youngsters.¹¹³ All spectators do not fit nicely into just one category as it is possible that they belong to more than one group, which makes evaluating the types of fans even more challenging. However, the main finding is that the majority of fans will play tennis. This was confirmed by most tournament directors. One of them specifically stated, “Most of the people at your event will be tennis players.”¹¹⁴

11.4 Stockholm Open Audience

To help predict the audience for a WTA tournament in Göteborg, it is useful to have similar events within Sweden to compare. However, in this case there is a lack of available information because the only WTA Tournament in Sweden, the Nordic Light Open, did not have any available audience information. This means that to draw lessons from other tennis events in Sweden, comparisons must be drawn from professional men’s events.

A tournament that might have a similar audience to a WTA Tournament in Göteborg is the Stockholm Open. The Stockholm Open makes for a good

¹¹² WTA Inc, WTA tour spectator demographics

¹¹³ Based on the following interviews: Morten Gierlöff, Mikael Larsson, Steve Simon, WTA tour spectator demographics, Christer Hult, 2004 (Tournament Directors),

comparison because, like Göteborg, it is hosted in a big city. The audience for this event is predictably made up of more males (77%) than females (23%), which is not surprising as the Stockholm Open is a men's event.¹¹⁵ The majority of those attending the tournament were actually a bit older than a normal WTA audience. 29% of those attending the event were older than 46, as opposed to 15% of a WTA audience.¹¹⁶

The belief that tennis audiences are highly educated and typically have professional occupations was confirmed by the audience statistics from the Stockholm Open, which showed that 53% had earned a degree from a university and 24% had executive or managerial positions and 14% were project leaders. The study further showed that 5% were retired and 18% were students. The high-income level of the tennis audience was again confirmed as the results showed that nearly half of those surveyed earned 300,000 SEK per year or more.¹¹⁷ One bit of information, which did stand out, was that 62% of the people at the Stockholm Open played tennis. (For complete results of the survey from the Stockholm Open refer to Appendix 6)

Some other interesting information as far as attendance to the event is that 25% of the entire Stockholm Open audience is business clients.¹¹⁸ What this means is that one quarter of the people attending are either doing so because they are sponsor of the event or because they are clients of the sponsor. After consulting with tournament directors from other WTA Tournaments, it was actually found that this number is quite normal.

Key findings: Determining that around 62% of people attending the event played tennis really stood out. This is because while the WTA and many tournament directors felt that many fans who attended the WTA events are tennis players, they were unable to provide numbers backing up such assumptions. However, it must be mentioned that because the survey is limited to the Stockholm Open more research should be conducted to other tournaments in Sweden to gain a more definite number of what percentage people attending tennis events in Sweden participate in the sport. Finding that one quarter of the audience is business clients was also important; especially

¹¹⁴ John Arrix, 2004 (Tournament Directors)

¹¹⁵ Stockholm Open, Audience demographic handout

¹¹⁶ WTA Tour Inc, WTA tour demographics brochure

¹¹⁷ Besökarprofil If..... Stockholm Open 2003

¹¹⁸ Morten Gierlöff, 2004 (Tournament Directors)

when it was determined that this is not limited to the Stockholm Open and since this can generate business to business opportunities, which can have important impacts on the host city and on the event.

11.5 Interest Among Tennis Participants in Västsverige

Earlier in this section, it was discussed that a large number of those in attendance at tennis tournaments are tennis players. However, it cannot be blindly assumed that all tennis players in the Göteborg region will have an interest to attend a WTA event. For this reason, a decision was made that more attention should be placed on determining the attitude of tennis players to such an event in Göteborg. To do this, a survey was conducted at tennis clubs in the Göteborg region. The goal is to determine the attitudes of tennis participants in the entire Västsverige region. Västsverige is chosen as the potential market for the WTA tournament based on its proximity to Göteborg and since it is known that most people attending tennis events do not travel more than 90 minutes.¹¹⁹ It should be mentioned that Västsverige consists of the Västra Götaland and Halland Län.

The goal of the survey was to find out how many people would be interested in attending a WTA event, who these people are, and where they are from. This information then provides an idea of what percentage of tennis players would be interested in attending a WTA Tournament. (Please refer to Appendix 5 for the survey results)

More than half of the tennis players surveyed reported that they would either, “definitely or “probably” attend the event for the price of 120 SEK. This number is extremely high considering the number of tennis players that likely exist in the Göteborg region. Because of this it needs to be considered that just because someone says they would likely attend an event in a survey, it is a whole different matter to actually attend a WTA Tournament that may or may not exist by 2007. For this reason, only the people who responded that they would “definitely” attend the event were scrutinized further.

Of all the tennis players surveyed, 23% said they would definitely attend a WTA Tournament in Göteborg for 120 SEK regardless of when the event

¹¹⁹ Ossian Stjärnstrand, 2004 (Other), Therese Brusberg, 2004 (Other), Per Hjertquist, 2004 (Tournament Directors)

took place. Listed below are the two key findings from the people who would “definitely attend.” (For a detailed description of the fans likely to attend the event refer to Appendix 7)

- 31% of the tennis players from Göteborg said they would “definitely” attend.
- Only 16% of the tennis players 30-90 minutes outside of Göteborg said they would “definitely” attend.
- Women were slightly more likely to “definitely” attend.
- Those who said they would “definitely” attend the event had the highest income of all players surveyed. The higher the income of those surveyed, the more likely they were to attend the event.
- Surprisingly, 38% who said they would definitely attend play tennis “irregularly”. Only 18% of all the players surveyed said they play “irregularly” so this shows that how often one plays tennis does not have a direct correlation with how likely they would be to attend.

Key findings: Undoubtedly the key findings of the survey are how 31% of tennis players surveyed in Göteborg said they would attend, while 16% of those within 30-90 minutes of Göteborg, or in the Västsverige region said they would “definitely” attend. These two results formed the basis for determining how many people would likely attend the event, which is investigated below.

11.6 Number of Tennis players in Västsverige

As the likelihood of tennis players in the Göteborg and the Västsverige region attending the event has now been determined, the research needs to shift to find out just how many tennis players exist in the Västsverige region. Determining the number of tennis players in the Västsverige region will allow for an approximation of the attendance for a WTA event in Göteborg by combining the number of players with their likelihood of attending the event. The reason behind this is that if the number of tennis participants attending the event can be calculated then the rest of the potential audience can be estimated by assuming that tennis players often make up around 60% of the audience. Presenting the number of tennis players in the region will form a solid foundation for the approximation of the audience for such an event.

Table 3 below shows the number of tennis participants in Göteborg and Västsverige in relation to other regions in Sweden. Calculating the number of tennis participants in the region was complicated by the fact that the SvTF only keeps track of statistics of tennis club members. The number of actual tennis participants is naturally higher than the number of club members because any Swede can simply go to a tennis court in their community and decide to play without belonging to the local club. Therefore, the number of actual tennis players was calculated by using the SvTF's recommendation that for every single club member, five other people play tennis who do not belong to a club.¹²⁰ However, it should also be stated that determining the number of tennis players in the Västsverige region was extremely difficult as the SvTF does not count club members in the same districts as the government determines the population. Therefore, the number of tennis participants had to be calculated by contacting the district tennis organizations that make up the region of Västsverige. For this reason the numbers portrayed below will not be the exact number in the region, but should still serve as a fairly accurate representation of the area.

Table 3: Number of tennis players in the regions of Sweden

Region	Population	Actual number of tennis players ¹²¹	Tennis players/inhabitant
Stockholm	1,866,454	140,000	7.5%
Skåne	1,156,070	80,000	6.9%
Göteborg	479,313	48,580	10.1%
Västsverige ¹²²	1,804,374	118,587	6.6%
Västsverige not including Göteborg	1,323,255	70,007	5.3%

What is startling from the above table is that one out of every nine inhabitants in Göteborg play tennis. Göteborg may be a relatively small geographical district but when it comes to the number of tennis participants and members, it is the country's largest. As was shown earlier, 7% of all Swedes play tennis. This is the fourth largest of all European countries. However, the participation rate in Sweden is considerably lower than that of Göteborg. This

¹²⁰ Lena Dahlkild Berggren, 2004 (Swedish Tennis Association & Associated Clubs)

¹²¹ Calculated from numbers from interviews with Lennart Dahlman, Jan Arvidsson, Christer Alemo, Anders Heimklo, Martin Stigh in addition to using the assumption that for every one tennis club member, five other tennis participants exist. Lena Dahlkild Berggren, 2004 (Swedish Tennis Association & Associated Clubs)

¹²² Refer to Appendix 10 for calculations of Västsverige numbers

comparison shows just what a strong tennis city Göteborg is. This is even more surprising considering that Göteborg does not have any form of established professional tennis tournament, male or female.

Key findings: 10.1% of Göteborg residents play tennis at least once a year. This is considerably higher than the country of Sweden (7%), which is actually very high when compared to other European countries.

11.7 Attendance of Tennis Participants from Västsverige

The previous section showed the number of tennis players in the region while the section “*Interest of Tennis Participants in Västsverige*” showed the likelihood of tennis players in the area attending the event. The table below shows the estimated number of tennis participants who would attend the event based on how many tennis participants exist in Västsverige and their attitudes toward the event based upon the surveys from conducted. The results are based on applying the responses from the surveys conducted uniformly to every tennis participant in the entire Västsverige region, and assuming that every single person who would “definitely” want to attend the event would show up. It also needs to be mentioned that in order to provide as conservative an estimate as possible, those that marked they would “probably” attend the event were excluded from the estimated audience.

Table 4: Audience Projection of Tennis Players

Place	Actual number of tennis players ¹²³	Percent who would "definitely" attend the event ¹²⁴	Fans who would "definitely" attend ¹²⁵
Göteborg	48,580	31%	15,060
Västsverige not including Göteborg	70,007	16%	11,201
		Total	26,260

¹²³ Numbers based on interviews with Martin Stigh, Christer Alemo, Jan Arvidson, Lennart Dahlman, as well as surveys conducted among tennis club members. See Table 3 & Appendix 10.

¹²⁴ Numbers based on response to surveys of tennis club members in Göteborg & Varberg: See Appendix 5

¹²⁵ Calculated by multiplying the number of tennis participants responding they would “definitely” attend a WTA tournament by the number of tennis players that exist in each region.

The regions shown on the table above are the regions that have been determined will make up the potential market for the event. While the majority of fans will likely come from Göteborg, the rest of Västsverige still cannot be ignored. The positive reaction tennis players from outside Göteborg showed on the surveys judging their interest in the event reinforces this.

Key findings: The most important data from this section is the number of tennis players in Göteborg and the Västsverige region who say they would “definitely” attend the event. This number alone adds up to over 30,000, which is more than enough to host a WTA Tournament of any Tier.

11.8 Audience Analysis

The information in this section has shown a number of key points. They are outlined below:

- Sweden is the only country in the top ten in terms of tennis participation to not be hosting an annual WTA Tournament (Sweden ranks 4th).
- Tennis participants (60%) and business clients (25%) make up 85% of WTA Tournaments spectators.
- 10% of Göteborg residents play tennis compared 7.5% in Stockholm and an average of 7% in Sweden.
- 31% of tennis participants from Göteborg and 16% of tennis participants from the rest of Västsverige would attend the event, which makes up an audience of approximately 26,260 only including tennis players.

These main points show that the country of Sweden is very interested in the sport of tennis. However, Sweden is the only country out of the ten largest European countries in terms of participation rates not to be hosting an annual WTA Tournament. Tennis participants make up by far the largest percentage of the audience at an event and Göteborg has the most tennis players per capita of any large city in Sweden. In addition, the enthusiasm among tennis players is so high that if the tournament was only attended by tennis players in the Västsverige region, it would still draw a large enough audience to be called a success.

Estimated attendance: Regardless of Tier

As was shown above, it was estimated that 26,260 tennis participants would want to attend a WTA event in Göteborg. However, just because someone displays an interest in a tennis event on a survey does not mean that they will attend the event. To take into account the possible drop out rate, it was assumed that of those who said they would “definitely” attend the event, only 40% would actually end up attending. This assumption should be backed up by future studies to determine its accuracy. It can be estimated that the number of tennis participants attending the event would be approximately 10,504 people.¹²⁶

As determined earlier, the number of tennis participants attending WTA events tends to be around 60%. If 10,504 fans will make up 60% of the audience, then it can be assumed that the number of people attending will be approximately 17,500. It is also important to consider that many of the people attending the event will be in attendance for more than one day. To account for this, an assumption can be made that the average fan would attend two days of the tournament. This assumption is slightly lower than the average of two to three days most fans spend at a tournament. This is done to account for the fact that tennis is new to the city of Göteborg, so it is important not to overestimate the potential audience.

Table 5: Estimated attendance: Regardless of Tier

Type of spectator	Estimated attendance	% of audience
Tennis participant	10,504 ¹²⁷	60%
Business client	4,370	25%
Other	1,575	15%
Total	17,500 * 2 days attending = 35,000	

Estimated attendance: Tier 2 & Tier 3

The last issue, which needs to be considered, is that the number of fans will vary depending upon the Tier of the event. For this reason, it is necessary to adjust the attendance numbers to both a Tier 2 and Tier 3 tournament.

¹²⁶ Calculated by multiplying 31,304 by 0.6 to account for a 60% drop out rate

¹²⁷ Assuming 60% “drop out” rate

To help estimate the differences in attendance between a Tier 2 and Tier 3 tournament, questions were asked among the surveys conducted among tennis participants to determine their attitudes toward different tier tournaments. Only those who answered they would “definitely” attend the event are used below. The results from the surveys are shown below to the question.

Table 6: Audience preference

Opinion of potential fans surveyed	% of audience
The players must be top 10	10%
The players must be top 20	19%
The players must be top 200	48%
Does not matter the ranking of the players	24%

(Taken from survey shown in Appendix 7)

The results above show that only 10% of the people who would “definitely” attend a WTA event would need top 10 players. As shown in the section on “*Tier Classifications*” a Tier 2 tournament regularly attracts at least a few top ten players. This means the attendance for a Tier 2 would not suffer from any drop off in interest. However, a Tier 3 tournament rarely attracts any top ten players. In fact, an indoor Tier 3 tournament only attracts an average of 1.65 top twenty players. What this means is that nearly all the fans wanting top ten or twenty players would no longer attend the tournament. This means that the drop in attendance would be approximately 29%.

The tables below show the final estimated attendance for a Tier 2 and Tier 3 tournament. It must be mentioned that these attendance numbers represent the expected attendance considering that the venue used can accommodate all the expected fans.

Table 7: Estimated Attendance: Tier 2

Tier	Percent drop in audience	Estimated audience
Tier 2	0%	35,000

Table 8: Estimated Attendance: Tier 3

Tier	Percent drop in audience	Estimated audience
Tier 3	29%	24,850

11.9 Support of Audience Summarized

It has been presented that the city of Göteborg has a very supportive tennis community when compared to other cities in Sweden. Göteborg residents are more likely to play tennis compared to the average Swede. This is even more evident when it is known that Sweden has one of the highest playing rates among all European countries, yet is the only one that is not hosting an annual WTA tournament.

Surveys conducted among tennis club members show a very positive response to attending the event. One third of the interviewees in Göteborg guaranteed their presence while nearly twenty percent outside the city of Göteborg did so. While this kind of response cannot be guaranteed at the event itself it does show that the entire Västsverige area would be very supportive to a WTA event.

When considering the different Tier of the event, it appeared that fans would naturally prefer a Tier 2 tournament. However, based on the exploratory surveys conducted it can be assumed that the interest in a Tier 3 event would not be much lower. In fact, when considering the forecasted attendance of both Tiers in Göteborg, the Tier 3 forecast is actually higher than average for an established Tier 3 tournament while the Tier 2 forecast is slightly below average for a Tier 2 tournament. In conclusion it can be said that because Göteborg has such a supportive tennis community it will not be a difficulty to gain the needed audience to support the event. While it may take a few years to build up a high level of support for the event, this is entirely expected as generate interest in tennis events. The audience therefore would be sufficient enough to support either Tier if a long-term perspective is taken.

12 SUPPORT OF SPONSORS

This section discusses the attitude of sponsors towards a WTA event in Göteborg. The goal is to determine if enough financial support can realistically be raised by sponsors to make the tournament feasible.

Importance

Without the support from sponsors few events can succeed or even be established. In the case of tennis events, the realistic situation is that most tournaments rely on sponsorship revenue to cover the entire production costs of the tournament. It is useful to measure the support of the other stakeholders, but if an event is to survive it must be able to count on consistent sponsorship revenue to keep it in a financially sound situation.

However, the support of other stakeholder groups such as media and audience are also important in determining whether the event is feasible. Without enough interest from the audience no sponsors or media will be interested, without interest from the media the audience will not show up and the sponsors will not be interested in sponsoring the event. Because the support of sponsors depends so strongly on other actors, determining the support of this group has been left as the last stakeholder.

The initial start up phase of the WTA event will be costly for Göteborg & Co, the Swedish Tennis Association and for the event organizers. In order to bring the event to Göteborg, the money it costs to start up, acquire, and run the event must be raised. The tournament directors of the Swedish tennis tournaments explained that the aim, although difficult to achieve in the initial year, should be to have all the production costs of the event covered by sponsorship money.¹²⁸

12.1 Methodology

The aim of this section is to assess whether there is enough support from the business community and whether it is possible to raise all money needed for the event to be financially affordable. However, it should be noted that it is

¹²⁸ Christer Hult, & Per Hjertquist, 2004 (Tournament Directors)

difficult to judge the sponsors' willingness to commit resources before the event actually exists. Not until the event is scheduled, the players are determined, and it is time to negotiate will one know for sure whether the sponsors will actually invest money in the event. As a result, various creative methods were used to find alternative ways to get around this problem and be able to measure the supportiveness of this particular stakeholder group.

Firstly, trends and past willingness of companies to sponsor similar Swedish tennis events are analyzed. The Stockholm Open, Swedish Open and the Nordic Lights are benchmarked in order to see how successful these events have been at attracting sponsors. Tournament directors of various tennis events in Sweden were interviewed as well as tournament directors of worldwide WTA tournaments of similar categories. Secondly, a phone interview was conducted with an event organizer of another type of sporting event, namely the Scandinavian Masters in golf, which was assessed according to its success of attracting sponsors. The third section discusses WTA tour sponsorship history and trends. In the fourth section the critical factors that determine the sponsors' likeliness of investing in the event are discussed. Finally, interviews were conducted with sponsors who were previously identified as being most likely to sponsor the event. The gathered information is presented below and provides a clear picture of what needs to be considered in order to determine the possibility of attracting sponsors to the event.

12.2 Trends & History of Sponsoring Swedish Tennis

Swedish tennis events have in the last decade been extremely successful at attracting sponsors. The sponsorship revenues of the two largest men's tennis events in Sweden have increased substantially. From 1996 to 2001 Stockholm Open's sponsorship revenues increased by 130 percent (up from 6.9M SEK in 1996 to 15.8M SEK in 2001). Between 1999 and 2002 the Swedish Open increased its sponsorship revenues by 50%.¹²⁹

Today sponsors are standing in line for the opportunity to sponsor these two events although conflicting opinions exist regarding the development over the last few years. The tournament director of the Stockholm Open, stated that; "Because of the increased competition finding sponsors today is not

¹²⁹ Låftman, 2002

easy, it is not a positive development, rather the opposite.”¹³⁰ This view is quite contradictory to that of other experts who stated that it is easier to find sponsors today than what it was three years ago. Either way, it should be known that finding sponsors to an event is not always an easy thing. Additionally, if it appears easy to attract sponsors to today’s tennis events it should be noted that this has not always been the case in the past and might not be in the future. The competition increases as more events emerge, economic conditions change and sponsorship attitudes change. In the mid 90s, the interest in sponsoring Swedish tennis events was low and the “no’s from sponsors were many.”¹³¹ However, the situation has improved dramatically over the last decade. Some of the reasons for this improvement might be due to the improved economic condition but also attitudes towards tennis events seem to have transformed to the better which will be elaborated further on in the next section.

Sponsors Willingness to Sponsor Swedish Tennis Events

This section will emphasize on the Swedish Open, Stockholm Open and the Nordic Light Opens’ abilities to attract sponsors. These tournaments are benchmarked since they are all tennis tournaments hosted on Swedish ground which target similar audience and sponsors. They will provide a good picture of the difficulty associated with attracting sponsors to tennis events.

The Ability of the Men’s Tournaments to Attract Sponsors

Both the Stockholm Open and Swedish Open have been extremely successful at attracting sponsors to their events in recent years. The sponsorship contracts of both tournaments have been sold out every recent year. In fact, sponsors are standing in line to sponsor these two events.¹³² Today the main sponsors of the Stockholm Open are: If, BMW, Intrum Justitia, Vasakronan and Eventum.¹³³ The main sponsors of the Swedish Open are: Synsam, Catella, Evian, Saab, Dagens Industri, Master Card, Vodafone, Sony Ericsson, Elite Hotels and Björn Borg.¹³⁴ Additionally, the Stockholm Open is Scandinavia’s largest yearly returning event and attracts much attention from the media and audience, which makes it one of the largest events that sponsors can be apart of.

¹³⁰ Per Hjertquist, 2004 (Tournament Directors)

¹³¹ Låftman, 2002

¹³² Anders Wennberg, 2004 (Other)

¹³³ Per Hjertquist, 2004 (Tournament Directors)

¹³⁴ Christer Hult, 2004 (Tournament Directors)

Both these tournaments offer their sponsors great opportunities to communicate and build relations with potential clients. The events provide good tennis and many side activities which enables the sponsors to create unique experiences and entertainment for their clients. Both tournaments offer their sponsors brand exposure on national TV and on arena signs. The fact that there is a lot of image in tennis and that the typical tennis audience has a larger purchasing power than average has added to the attractiveness in sponsoring Swedish tennis events.

The attractiveness of sponsoring Swedish tennis events was confirmed in interviews with some of the tournaments' existing sponsors, including IF, Vasakronan, SAAB and BMW.

These companies stated that their outcomes of sponsoring these events have been really good. It has allowed them to build new client relations by inviting many of their tennis interested clients, and provide them with the ability to watch world-class tennis. It had further enabled them to get much media exposure both on arena signs and in national TV. Some of them were really satisfied by the ability to associate their brand name with that of tennis.¹³⁵

The fact that the Swedish Open and Stockholm Open have been successful at satisfying sponsors is very important for the WTA event in Göteborg as it indicates a favorable attitude towards being associated with tennis. This may in fact increase the likelihood of finding sponsors willing to invest in the WTA event. Happy sponsors mean greater chances for them to contribute with resources to tennis events in the future. However, although the interest in sponsoring tennis events has been really strong and increasing over the last decade, this has not always been the case and this trend can change. Just because these two events have been extremely successful at attracting sponsors, it does not take for granted that other events will be.

Nordic Light Open

The Nordic Light Open has been quite successful at attracting sponsors that meet the image of tennis. In fact, they picked sponsors based on their interest in being associated with women's tennis in order to maximize benefits of

¹³⁵ Jonas Karlsson, 2004 (Media)

both partners. The sponsors of the Nordic Light Open seem to have understood the future value that is associated with women's tennis and realized it takes time to build up interest from audience and media. Nordea, which is the title sponsor of the event has engaged in a long term contract with the event. Nordea has realized the future value of women's tennis has and the connection between the audience. As a result Nordea has taken their willingness of being associated with women's tennis a step further. Nordea has newly signed a contract to commit a large amount of resources to build women's tennis in the entire Nordic region and thereby further integrate themselves with the sport. Additionally, sponsors have been satisfied from previous cooperation with the Nordic Lights in other cities. As a result they renewed the contracts.¹³⁶

Seeing that sponsor have realized the value of being associated with women's tennis is positive news and will improve the chances of attaining sponsors for the event in Göteborg. On the contrary, it should be realized that that sponsors might be a bit careful in sponsoring women's tennis events after seeing the low audience figure at the Nordic Light. Many interviewed sponsors have indicated that they are not interested in sponsoring a Nordic Light. They stressed that in order for them to sponsor the WTA event in Göteborg better players need to participate and the interest from the audience need to be larger. In an interview with Nordea, it became known that they are not interested in sponsoring another WTA tournament because it is completely enough with the Nordic Light Open.¹³⁷ The sponsors of the Swedish men's tournaments on the contrary showed a more favorable attitude towards increasing their sponsorship and integration with tennis probably due to their favorable outcomes so far.

12.3 Similar Events abilities to attract Sponsors

Now that it has been learned that Swedish tennis tournaments have had past successes in attracting and satisfying sponsors, it is important to compare it with another Swedish sporting event which attract a similar audience and compete for the same sponsors. For these reasons a Swedish golf event, namely the Scandinavian Masters was selected.

¹³⁶ Mikael Larsson, 2004 (Tournament Directors)

¹³⁷ Yvonne Mattsson, 2004 (Sponsors)

The ability of the Scandinavian Masters to attract sponsors has shown similar paths to that of tennis events. Both these sports and its events tend to attract an affluent audience group with a relatively high purchasing power, which makes them attractive for sponsors to be associated with. These types of events especially provide the sponsors the ability to invite top clients and create unique environments for building relations with new and existing customers. In fact golf, sailing, tennis and skiing events seem to top the list of many companies to sponsor. SAAB as well as many other interviewed potential sponsors indicated that after conducting a study of their target audience they learned that these sports were the most popular among its target audience.¹³⁸

Golf events have proven to be really attractive in the eyes of sponsors in recent years. This may be due to the large part of the Swedish population playing golf. The fact that many sponsors find the golf audience attractive has enabled the Scandinavian Masters to gain much financial support. The key for the Scandinavian Masters has been to find sponsors that have the golf audience as customers. The interviewed event organizer indicated that; “We have been really good at communicating to the potential sponsors that the audience they want to attract will be at the event.”¹³⁹

It is interesting to notice that when comparing the main sponsors of Sweden’s largest tennis, and golf events they often tend to be the same. The title sponsor of the Scandinavian Masters is Carlsberg. Their other main sponsors are Nordea, Vodafone and Eurocard, which are exactly the same companies that sponsor the Swedish Open and the Nordic Light Open.

This shows how similar the images and target audiences of these events in the eyes of sponsors. The success of both sports to satisfy sponsors shows that they are attractive events to be associated with.

12.4 World-wide WTA events abilities to attract sponsors

Knowing that the audience interest for attending WTA events has increased by 20% over the last five years it is not surprising to hear that the WTA tour has had a magnetic affect on attracting sponsors to its events.¹⁴⁰ In addition,

¹³⁸ Anders Karlsson, 2004 (Sponsors)

¹³⁹ Beth Engblom, 2004 (Other)

¹⁴⁰ Björn Alven, 2004 (Swedish Tennis Association & Associated Clubs)

TV and media have increased their coverage of the WTA tour substantially over recent years, which has further added value to sponsors. Sponsoring WTA tour events provides companies with the opportunity to gain media coverage. In addition, the fact that the typical target audience of WTA events has a large purchasing power and often consists of business managers and executives makes the events even more attractive for sponsors as this generates great opportunities to build client relations.

The sponsors of the WTA tour events seem to have realized the future value of being associated with women's tennis. The fact that the WTA tour has become very popular on an international scale over the last year but struggled to gain foothold on Swedish ground may send signals to Swedish sponsors that the future lies in the hand of the WTA tour. However, although many Swedish companies may have realized the increased popularity of the WTA tour many concerns still seem to exist. Since there is no culture for watching women's tennis in Sweden, many sponsors wonder if enough audience show up, whether media will be interested and if they are going to get their money worth.

After screening the environment and comparing other tournaments abilities of attracting sponsors to their events a larger understanding of the interest in sponsoring a WTA event in Göteborg was developed. However, knowing the past interests in sponsoring these events and willingness to be associated with tennis is not enough. In order to really get a feel for whether enough interest from the business society exist, some primary research was deemed necessary.

12.5 Factors influencing interest in sponsoring tennis events

Prior to assessing the willingness of companies to sponsor the WTA event in Göteborg it is important to understand what determines the interest for sponsoring tennis events. This is especially important since companies willingness of sponsoring tennis events is not a static process, it actually changes over time. Therefore, once the most critical factors in determining interest of sponsoring events are identified, it becomes easier to predict the future.

In order to gain knowledge of what influences companies' interest in sponsoring events, various experts from the business community were interviewed. Jan Carlzon, chairman of the Swedish Tennis Association and previous CEO of Scandinavian Airlines was interviewed as he has previous experience with SAS sponsoring sporting events and has many interesting thoughts in the subject. Lennart Olausson, who works for the Business Region Göteborg and is an expert on sponsorship and business community issues was interviewed in order to bring some additional light into the local business society's perspective of sponsoring events.

After interviewing these experts and comparing it to sponsorship theories of the event management guru Getz it became apparent that the following factors are especially important in determining the interest in sponsoring tennis events.

1. State of the economy
2. Financial Strength of the company
3. Favorable Sponsorship Strategies
4. Match of target audience

State of the Economy

The state which the economy is in when it is time to negotiate sponsorship deals highly influences a companies' willingness to sponsor events. The reason for the few companies willing to sponsor tennis events in the mid 90's was due to the fact that the Swedish economy was in a state of recession. During a recession, companies tend to hold back on spending and especially on spending which relates to promotional activities.

Financial Strength of the Company

The financial strength of the company obviously influences its ability to sponsor events. The general trend is that the stronger the company is financially the more likely it is to invest in promotional activities such as sponsoring and event marketing.

Favorable Sponsorship Strategies

A company's sponsorship strategies serve as guidelines for what it ought to focus its promotional efforts on. They usually tend to be tied with the type of target market the company attracts and can sometimes stand in the way for

sponsoring a certain type of event. Volvo is a good example of a company which would wish to sponsor a WTA event if it was to come to Göteborg but due to its unfavorable sponsorship strategies with regards to tennis events, doing so may not be advisable for them. Volvo has identified three sporting events that are acceptable for the company to sponsor. These include; winter sports, sailing and golf events. If Volvo was to centrally sponsor any other events, they may send signals to their subsidiaries that it is acceptable for them to also do so.¹⁴¹ This example shows the importance of targeting companies with sponsorship strategies which favor tennis events.

Match of Target Audience

The match between the target audience that the event attracts with that of the sponsoring organization is obviously key since companies primarily sponsor tennis events as a promotional mean to reach out to its customers. Without a match of audience, sponsoring the event will not be an effective communication tool.

Although these four factors may be the most crucial in influencing companies' willingness to sponsor events, there are also other factors which can also have an impact but were not included in this section. One example of such a factor is "Being Local". Being local can sometimes lead to a company's willingness to be part of something that the city does. The objective may be to contribute to the satisfaction of the residents, attract quality tourists to the city or to simply entertain its employees who may work or live in the area. By sponsoring an event in its home environment the company may gain from creating favorable attitudes in the mind of the residents who may also be its most important clients.

Knowing that these factors influence companies' willingness to sponsor tennis events, it was easier to understand the reasons and willingness of companies to sponsor tennis events and to identify the potential sponsors of the WTA event to be hosted in Göteborg.

12.6 Interviews with Potential Sponsors

Analyzing past willingness to sponsor tennis events is just one method of predicting the likely support of this stakeholder group. It was therefore

¹⁴¹ Johan Bexell, 2004 (Sponsors)

determined that in order to truly assess the chances of raising the money needed for arranging the event, primary research involving calling potential companies was also needed. By both analyzing similar events abilities to attract sponsors in the past and doing primary research, the authors hope to be able to make a true prediction of the support of this stakeholder group. Since primary research is complimented by benchmarking with similar events, the authors decided that 20 companies was a large enough sample size for getting a feel for the potential sponsors' likeliness of sponsoring the event. This resulted in the need to develop a "Priority List" of companies whose support was deemed necessary in order to determine the event feasible.

The aim of the interviews with potential sponsors was to identify the likelihood of these companies to sponsor a WTA event in Göteborg and their reasons and requirements for potentially doing so. In order to get the most reliable answers the appropriate people for this particular issue were carefully selected. With the opinions of experts from the business society and help from our case organizations, the most suitable person at each organization was identified, which in this case proved to be executives, sponsorship managers, brand managers and market managers. Finally the interview process could start.

The "Priority List" selection process

After carefully analyzing lists of companies sponsoring similar events, knowing what factors that affect the willingness of sponsoring events and getting advices from tournament directors, it became more evident what type of companies that were likely to sponsor a tennis event in Göteborg. The "Priority List" could finally be developed. This list was then complimented with a few companies that sponsor local events in Göteborg.

The "Priority List" Selection Criteria

The "Priority List" of 20 potential sponsors was identified based the factors that were listed in the previous section, which determine the willingness of companies to sponsor tennis events. However, only three of the four factors were considered since the first one "*The state of the economy*" is beyond the authors' control. A requirement was that each interviewed company could meet these three criteria:

- Financial strength

- Favorable sponsorship strategies
- Match of target audience

However, it should be noted that it was sometimes difficult to get access to a company’s sponsorship strategies, its financial performance or the exact target market prior to the phone interviews. Therefore, some companies were called which later proved to have unfavorable sponsorship strategies, a lack of match in target market or simply too limited of a budget. Although this was an interesting finding per say, this was not the students’ intentions.

After evaluating numerous potential sponsors it was noted that the companies which matched our selection criteria nicely fell into certain product categories or industries including the following; cars, hotels, homes, electronics or finance. Therefore, it made sense to group the potential sponsors into these different product categories or industries. This grouping can be seen in the “Priority List” below, which consists of the 20 most important companies to gain support from.

Table 9: “Priority List” of Potential Sponsors

SECTORS	COMPANIES	REASON FOR INCLUSION
Automobiles: Manufacturers	SAAB, Volvo, BMW	These are premium car brands that do not only have a good match of target market, but they also have relatively large budgets for sponsorship and favorable sponsorship strategies.
Automobiles: Dealers	Bilia	They carry the brands of the selected car brands. In fact, they are the ones who actually sell the cars and could therefore benefit from creating new customer relations through sponsoring the WTA event.
Hotels	Elite Hotels, Radison SAS	Premium hotels such as Elite Hotels and SAS Radison were selected since they target a similar audience to that of tennis and have premium images and positioning. A large part of the hotel guests are business travellers, which matched up well with the typical tennis audience.
Homes: Real Estate & Corporate Buildings	Wallenstam, Vasakronan, Castellum, JM Bygg	They have sponsored sporting events in the past, are relatively strong financially and seem to aim for the typical tennis audience as their customers. All these companies target people who are willing to spend more money than average on premium living situations.

Electronics	Vodafone, Siemens, Sony Ericsson	Large mobile phone companies who have been associated with tennis and golf tournaments in the past and seemed to target a similar audience. Their sponsorship strategies seemed to favor tennis events.
Finance	IF, Eurocard, Earnst & Young, Nordea	All relatively financially strong companies who target a similar audience to that of tennis. Some of them had been associated with tennis events before and seem to benefit from being associated with the image that the WTA tour portrays.
Others	EM, Santa Maria	Selected based on their target market, location and image.

The reason why so many companies fell into the car category can be explained by the following example. Knowing that the typical tennis audience have higher income than average, often belong to families, usually have more than one car in the household and often spend more than average, it was not surprising to see that car companies had identified the tennis audience as a typical customer for their products. As a result, car companies' sponsorship strategies tended to favor tennis events, with the exception of Volvo. The fact that car companies also tend to be financially strong further explains the large number of them included in the "Priority List."

Interests among interviewed sponsors

After the interviews were conducted each company was analyzed according to their interest in sponsoring the event. They were all assigned a number from 1 to 4, where 4 is the most interested. The numbers could be given after an in-depth discussion with various sponsors about their potential interest in sponsoring the event and the benefits they thought that sponsoring such an event could have to their organization. The companies that were assigned number 4 strongly announced their willingness of sponsoring the event and stated that they really hope the event would come to Göteborg so they get the opportunity to be part of it. The companies that were assigned a 1 all wished to sponsor tennis events but for some reason something held them back. This could be to lack of finances, few clients in the Göteborg area or simply because of to little of a connection between the target markets.

The interest in sponsoring the WTA tournament was generally large. Among the 20 interviewed companies all of them expressed a good attitude towards the sport of tennis and bringing a WTA tour event to Göteborg. However,

only 15 indicated that they were interested in actually sponsoring the event. Considering that a tournament often does not want more than 8-10 main sponsors, due to the risk of brand distraction when too many companies are involved, 15 is a pretty high number.

At this point it should be noted that some companies on the list, such as the car brands, are competitors and can therefore not sponsor the tournament together. However, having competitors showing interest in sponsoring the event is not only negative. In fact, this can be used to play the sponsors off each other when negotiating sponsorship deals.

Additionally, it should be mentioned that once a few strong brands show their interest in sponsoring the event, others would become more interested. This is especially true since the main reasons for sponsoring a WTA event is to build client relations, which will be explained further below. Sponsoring an event together with other serious actors could mean meeting future clients.

Identification of the Most Interested Sponsors

From the interviews it became clear that not all companies showed the same amount of interest to sponsor the event. Therefore, an assessment is given in the table below which lists each companies' likeliness of potentially sponsor a WTA event if it is to come to Göteborg.

Three companies expressed an especially willingness to be associated with the event. These companies are assigned with the number 4 in the table below. Six companies marked with the number 3 expressed a high chance of sponsoring the event and could really see how their companies could benefit from the sponsorship. An additional six companies marked by 2 could all see the benefits that such an event would have for their brands and also indicated that there is a chance of them sponsoring the event. However, they had many concerns and requirements in regards to the event prior to being able to making such a decision. Finally, five companies were marked with a 1 because the likelihood of them sponsoring the event was low.

Table 10: Willingness of Sponsors

	Company	Willingness to sponsor*
1	Wallenstam	4
2	JM Bygg	4
3	Radison SAS	4
4	IF	3
5	BMW	3
6	Bilia	3
7	Elite Hotels	3
8	Eurocard	3
9	Saab	3
10	EM	2
11	Earnst & Young	2
12	Santa Maria	2
13	Vasakronan	2
14	Vodafone	2
15	Sony Ericsson	2
16	Siemens	1
17	Volvo Cars	1
18	Nordea	1
19	Oriflame	1
20	Castellum	1

*(Scale 1-4, Where 4= almost guaranteed, 3= very likely, 2= somewhat likely, 1= unlikely)

It was noted that local based companies with similar target audience to that of tennis, where each client purchase is large in terms of money spent on one purchase were the most interested in sponsoring the event. Car companies, real estate and hotels showed the most willingness to sponsor the event.

Car Companies

Apart from one exception, which is Volvo, all car companies were really interested in the event. Both SAAB and BMW both already sponsor the Swedish ATP events and indicated that they have been extremely happy with the outcomes and that their brands would probably benefit from a deeper integration with the sport. SAAB and BMW's customers have high income, active lifestyles, like to participate in sports rather than watch it on TV, like tennis, are willing to spend more than the average customer on premium cars and usually have more than one car in the family. As stated above, Volvo is unlikely to sponsor a tennis event since their sponsorship strategies are not favoring tennis events. However, since the event is to be hosted in Göteborg, Volvo expressed the interest of sponsoring the event in a limited scale, thereby using it solely as an opportunity to entertain their employees. They

would in this case not be the official sponsors but could work out a deal with the event organizers where they could be the official transporters of VIPs and players, etc. However, if the event managers were to accept the offer of Volvo, they would miss out on the opportunity of potentially getting more money from SAAB or BMW.

Hotels

Elite Hotels and SAS Radison were both really interested in being the official hotel hosts of the tournament. The Business traveler is a main target segment of both these companies which matches the tennis audience. SAS Radison expressed a strong willingness to be part in something that the city of Göteborg does. By sponsoring the event they contribute to improving the life of residents and bringing quality tourists to Göteborg. Elite Hotels have at various circumstances shown strong interest in being associated with women's tennis and have expressed the value it will have to its brand. Elite Hotel is currently in a deep negotiation process with the Swedish tennis association of becoming a main sponsor for women's tennis in Sweden. Therefore, they are not sure at the moment if they will sponsor individual events. However, since they have put all their sponsorship money into "One Basket", which is women's tennis, they indicated that they may not want to see someone else being the official hotel host for a WTA tour event in Göteborg. In addition, Elite Hotels is taken over the Park Hotel from SAS Radison and could potentially integrate their sponsorship of the WTA tour event with an initiation ceremony.

Homes

Wallenstam, Vasakronan, Castellum and JM Bygg all aim for people who are willing to spend more money than average on premium living situations. Wallenstam, Vasakronan and Castellum lease apartments and buildings to businesses and people with large purchasing power. JM Bygg on the other hand builds attractive houses in exclusive areas and especially target private persons who look for houses. From this description it can be concluded that Wallensam, Vasakronan and Castellum are competitors and can therefore not sponsor the event together. However any of these three firms could sponsor the event together with JM Bygg. Castellum indicated that they have limited money in their sponsorship budget and has decided to focus their sponsorship efforts on sailing. Therefore, they do not have any money to in their budget to sponsor the WTA tour event in Göteborg. Vasakronan is one of the main

sponsors of the Stockholm Open and is already deeply integrated with tennis. They expressed an interest in the WTA tour event, but indicated that it was difficult to say at the moment how interested they will be, many factors will determine. Wallenstam and JM Bygg however were both very interested in the event and especially expressed their hopes of seeing a WTA tour event coming to Göteborg. Both these companies clearly indicated that their brands would benefit from being associated with the sport of tennis. These companies are partners and are both strong potential candidates for sponsoring the WTA tour events.

Electronics

Vodafone, Siemens and Sony Ericsson did not deliberately announce their willingness to sponsor the event. Sony Ericsson and Vodafone indicated that there is a possibility but Siemens interest was low. All these three companies are large companies who have been associated with tennis and golf tournaments in the past. However, the connection between the target markets of these companies with that of tennis was not so clear cut as it seemed at first. These companies indicated that they target early adopters and pioneers and were not sure if there is a connection to the tennis audience. Vodafone and Sony Ericsson both stated that they have been really satisfied with sponsoring the Swedish Open since it is such large event and attract much interest from audience and media. However, since the target audience connection is not all that good the WTA event needs to attract much attention in order for them to be interested. Siemens indicated that they are strongly interested in tennis and would be proud to sponsor a tennis event; however, they have a majority of their customers in Stockholm which makes the WTA event in Göteborg less attractive.

Finance/Banking/Auditing

If, Eurocard, Earnst & Young and Nordea are all financially strong companies who target a similar audience to that of tennis. If and Nordea are already strongly associated with other tennis events. Nordea, which is the title sponsor of the Nordic Light Open indicated that strongly benefit from being associated the WTA tour image. However, they have put all their resources in one basket and do not have enough money in their budget to sponsor another WTA tour event. IF, on the other hand which is the title sponsor of the Stockholm open was really interested in potentially expanding their sponsorship to another tennis event. IF has been extremely happy with

the outcome of sponsoring the Stockholm Open and believed that they have even more to benefit from a deeper integration with the sport. Earnst & Young target large businesses that are seeking tax and auditing services and therefore indicated that they are interested in sponsoring the WTA event if other large and serious actors participate. Eurocard is associated with a very traditional image and believes that a WTA tour event could be really good for them to be connected with in order to reposition their image and become more modern. In fact, they indicated that tennis is a sport that they are currently investigating whether they should become deeper integrated with.

Others

EM and Santa Maria were selected based on their target market, location and image. EM and Santa Maria both have premium brands and positions which are currently expanding. They both showed interest in potentially sponsoring the WTA tour event and indicated that they would do it partly for the goodwill of the sport and for the good of Göteborg, but also because they believe in the future of women's tennis.

Oriflame confirmed the importance of matching the image and audience of the companies with the event. But it also brought out the importance in targeting companies who's image and brand benefit from being associated with tennis. Since Oriflame is a large Swedish cosmetic firm targeting women of all ages the authors initially believed that there was a good match between the target markets. Oriflame did realize the benefits that being associated with a WTA tour event could have on their brand and image and also recognized the connection of the target markets. However, since they focus on direct sales efforts, they require many women in the same place during the same time to get their money worth while.

Now that the interest of the various companies for sponsoring the event has been addressed, it is time to describe how the support will vary depending on what Tier Göteborg will host. In order to truly assess the likeliness of each company of becoming a potential sponsor of the event, it is important to understand their reasons and requirements for doing so. The reasons and requirements of companies for sponsoring tennis events should therefore help determine the appropriate Tier of the event.

Reasons to Sponsor the Event

The interviewed potential sponsors had different reasons for sponsoring the event which needed to be addressed as they may influence the willingness of supporting the event. These reasons may also mean that they support one Tier but not the other. The following reasons, ranked in order of importance, proved to be the most important:

1. Build and create client relations - Client entertainment.
2. Brand Promotion - Event marketing by brand and logotype exposure
3. Associate the brand with tennis - re-positioning or image building

However there are additional reasons for sponsoring the event that were very important to some of the potential companies. These include; sales opportunities, provide value to the residents of Göteborg, bring quality tourists to the city, entertain employees and good will.

Even though the companies had different reasons for potentially sponsoring the event, it was noted in the interviews that many of these reasons often go hand in hand. I.e. BMWs reasons for sponsoring the event would be to create and build client relations by inviting and entertaining their tennis interested audience (new and existing). But BMW also wants the ability to display and sell cars on the venue, being associated with tennis and get media exposure.

Although most companies have approximately three reasons to sponsor the event, the most important reason proved to be to build clients relations by inviting potential and existing clients to the event and offer them the opportunity to watch world class tennis live and to entertain them in a unique and exciting atmosphere. The objective would be to take care of their existing relations with their many tennis interested clients, and also to create new contacts by mingling with other sponsoring companies and the audience. The ability to offer their clients hospitality and side activities such as seminars was also really important.

An interesting finding was that all interviewed clients (except for Santa Maria, and Volvo in this particular case) indicated that building client relations was much more important than brand building and media exposure. This is interesting since many tournament directors have in previous years stated that the number one reason for companies to sponsor events is to gain

exposure. The reasons for sponsoring appear to have changed over time. Another trend was also noted; brand association is becoming increasingly important which may not be very surprising in today's post modern world where individualization and expression is key. For a brand to be associated with a sport means that the customer can tell it apart from the rest and associate themselves and their own lifestyles with the brand if they can associate themselves with the sport.

Requirements for Sponsoring the Event

Knowing the main reasons for companies to be interested in sponsoring the event, it becomes easier to understand their requirements regarding the event, i.e. what it ought to entail in order for sponsors to be interested. Since many companies see the WTA event as an opportunity to entertain clients it is not very surprising that the potential sponsors want the event, the venue and side activities to be designed accordingly. By knowing their requirements for sponsoring the event it becomes easier to assess what Tier they are likely to support.

Requirements on Players

The interviewed sponsors indicated that in exchange for sponsoring the event wanted to provide their clients with good tennis. Most companies stated that a couple of top 20 players on the WTA tour list were a requirement. Some companies considered it important that Swedish players had the opportunity to participate.

Requirements on Entertainment and Venue

The event needed to create a unique experience with many side activities and opportunities for entertaining clients. In fact, side activities needed to be offered for all target segments of the event. For example, business seminars should be offered to the business visitors and fun kids activities should be arranged for the younger people. Good hospitality and food are key factors. The venue must satisfy the various needs of the sponsors and fulfill their entertainment and hospitality requirements.

Requirements on Audience and Media

The interest from their target audience and media need to be large. The more people from their target audience that show up at the event, the more attractive it obviously becomes for the sponsors. The more media interest the

event generates, the more exposure the company and its brand get, which increases the sponsor's interest.

Requirements on Other Sponsors

Many companies emphasized the importance of the reputation, global size and image of the other sponsoring organizations. If the event would attract many serious actors with good reputation, their interest would increase.

Requirements on Timing

The timing needed to be good for inviting clients. There were different opinions about the best date between September/October or February, but most companies were up to it as long as the event is not scheduled during holidays or the sport break.

12.7 Support of Sponsors Summarized

From interviewing the potential sponsors it was learned that there is a positive attitude towards bringing a WTA tour event to Göteborg. Many companies showed an interest to support the event. 15 out of the interviewed 20 companies expressed their interest which is a really good number.

Additionally, since a WTA tour event offers the sponsors many opportunities to build client relations, which is just what their main reasons proved to be, the chances of being able to attract sponsors to the WTA event is large. Knowing the many benefits that a WTA event can have on the sponsors the negotiation power of the event managers increases. If the sponsors requirements of the event will be fulfilled, the interest for the event seem to be pretty large which the event organizers can take advantage of by playing the sponsors off each other when negotiating sponsorship deals.

Knowing that the WTA tour is becoming more attractive to be associated with and that many sponsors seem to have realized the future value that these events seem to have the chances of finding sponsors to the WTA event in Göteborg is pretty large. The fact that the existing sponsors of Swedish tennis events have been satisfied with their outcomes further improves the chances of finding sponsors to the WTA event. Finally, ones a few strong brands show their interest in the event, others will become more interested.

As a concluding remark for this section it can be assumed that if the event fulfils the general needs and requirements of the sponsors, especially if it is able to attract a few top players and national TV finding companies willing to support the WTA event in Göteborg will not be a problem for either Tier.

Tier Implications

Since building client relations and entertaining new and existing customers seem to be the main objectives of most companies in sponsoring the event a Tier that meets these objectives should be adopted. Knowing that the potential sponsors require world class tennis to entertain their clients with, an audience which matches its target customers and national TV exposure, a higher Tier is preferable. However, as long as the event attracts a few well known players the audience is more likely to come, the media is more likely to broadcast the event and the sponsors are more likely to support the event. Therefore, knowing that it all boils down to the players the event attracts, it can be assumed that if the event can be assigned in such a way that it attracts a few well known international names, the chances are high that sponsors will support the event.

Since the players the event attracts is one of the most critical factors which determine the support of sponsors the following assumptions regarding the most suitable Tier can be made. Firstly, a higher Tier event is more attractive for sponsors. The support of sponsors can most likely be gained by hosting either a Tier 2 or Tier a 3 event. With the higher Tier event, their support can uttermost be assured since it guarantees that some top 20 players participate in the event. However, by hosting a Tier 3 event the interest from sponsors can also be gained by paying a few top 20 players appearance money in order for them to participate.

PART III – PRACTICAL ISSUES

13 VENUE

This section focuses on determining whether or not Göteborg has a venue that could successfully host a WTA Tournament. It also identifies the areas that need to be considered when selecting an appropriate venue.

Importance

In order to determine if Göteborg can host a WTA Tournament, it is important to investigate whether Göteborg has the physical requirements associated with hosting the event. There are many factors, which can determine if a venue is feasible for the event. An available time in the venue schedule must be found, the venue must meet the WTA size and seating requirements and it also must meet the requirements from the stakeholders involved in the event. For this reason, it is important to look into all the aspects that will determine whether or not the event can be hosted in Göteborg.

13.1 Methodology

In order to gain knowledge about what factors needed to be considered when selecting an appropriate venue for the WTA event, an interview was set up with a high-ranking tennis official in Sweden, who provided many of the aspects that needed to be considered when determining whether a venue could work for the event, and also provided recommendations regarding which venue would be the most suitable. To learn more about the requirements regarding the venue requirements the WTA was contacted, which lead to the rulebook being consulted to determine more specific areas that must not be forgotten. After the requirements of the venue were learned, Göteborg & Co was consulted for a list of the venues meetings the requirements within the city.

After excluding the venues that did not meet the requirements for a WTA tournament, the research then switched to interviews with tournament directors of other tennis events to learn from their experience about what should be considered when selecting between different venues. After learning

more about the critical issues that must be considered, Ullevi tennis club was contacted during an in depth interview to determine if the venue could meet all the factors that a suitable venue must meet.

13.2 Identifying the venues

The initial research conducted with Göteborg & Co led to a list of six potential stadiums to host the WTA event in. These venues were Frölundaborg, Liseberghallen, Scandinavium, Ullevi tennis club, GLTK tennis club and Svenska Mässan. However, due to requirements related to the size, certain venues were deemed unsuitable for the event (For a complete list of venue requirements associated to Tier 2 and Tier 3 events please refer to Appendix 11). Both Liseberghallen and Frölundaborg were not big enough to accommodate the needed tennis courts, while Svenska Mässan lacked the needed space between the court and the ceiling. The three venues identified as meeting the physical size requirements for the event were the Scandinavium, Ullevi tennis club and GLTK tennis club.

While it initially appeared the research could stop with the identification of three venues that met the requirements for the event, the decision was made to continue based on some information gathered from various tournament directors who emphasized the importance of hosting the event in an appropriate sized venue. While this information was initially doubted, follow up interviews with media and sponsors confirmed that the preference is for a smaller venue with more atmosphere.

Choosing an appropriate sized venue can be tricky as it is a trade off between having the risk of the venue looking empty and potentially losing out on sales. One valuable example is that of the Stockholm Open, who went through this exact dilemma. After hosting the event in Kungliga tennis hallen for many years the organizers noticed that the spectator rates were increasing rapidly and that the venue capacity was maxed out. As a result, the event was moved to Globen in 1989, which drew three times as many spectators. However, even though Globen still drew many more fans than in Kungliga, the venue looked empty because of the size of Globe. Five years later, the audience figure had decreased by half of what it was originally. That was when the Stockholm Open committee decided to move the event back to Kungliga hallen. While the first years after moving the event back to

Kungliga still suffered from slightly low attendance, the numbers gradually returned to their normal rates.

The lesson learned from the Stockholm Open is not a new one in the tennis community, of all the tournament directors of both Tier 2 and Tier 3 tournaments; every one stated that a smaller venue with a better atmosphere should be chosen over the possibility of more ticket sales. From these lessons and the example of the Stockholm Open it can be argued that the venue of a tennis event should place priority of a good atmosphere in a tennis friendly environment ahead of a larger venue that can attract more spectators.¹⁴²

13.3 Venue Possibilities

Scandinavium:

The Scandinavium not only meets the requirements needed for a WTA Tournament, it has also successfully hosted Davis Cup events before, which shows that it at least meets the requirements of a tennis venue. The venue itself can seat around 12,000 people, but can be readjusted to seat around 5,000 spectators, which would be more in line with the needs of a WTA Tournament.¹⁴³ However, upon contacting the Scandinavium it became evident that hosting a WTA Tournament would not even be able to be fit into the event schedule until 2008 or 2009. This is because Scandinavium has already committed to hosting hockey events during that particular time. Furthermore, hosting a WTA event in Scandinavium in its premier year may not be the most advisable alternative as the arena appears too big for a Tier 3 event. Especially considering it takes time to build up interest from audience, sponsors and media.

Ullevi tennis club:

Quite a bit of work was needed to determine if Ullevi tennis club could host a WTA Tournament. Because Ullevi has never hosted a tennis tournament of this level it was necessary to create a mock set of “blueprints” to determine if the facility could be successfully adapted to be able to accommodate all the needed requirements such as rooms for the press, for the players and a floor

¹⁴² Morten Gierløff, 2004 (Swedish Tennis Association & Associated Clubs)

¹⁴³ Anders Albertsson, (Other)

room for the sponsors. After some consultation a plan was come up which outlines that Ullevi tennis club could indeed meet the requirement of a WTA Tournament. It is estimated that the Ullevi tennis club could house approximately 2,000 spectators into the venue, but more research is needed in this area as only preliminary research has been conducted at this point. There are also other reasons why Ullevi is a good location for hosting the tournament including its closeness to transportation, hotels and shops. Additionally, Ullevi is flexible enough to host a WTA Tournament anytime of the year.

A potential problem of using Ullevi as a venue is that because it has never actually been set up to host such an event, the forecasted capacity may be lower than expected. Therefore the minimum capacity requirements of 1,500 for a Tier 3 and 3,000 for a Tier 2 tournament must be kept in mind. In addition, because of the estimated capacity of 2,000 seats at Ullevi the maximum attendance at the event would be 18,000 fans over the course of the week, which is lower than the forecasted attendance for a Tier 3.¹⁴⁴ Tournaments also do not usually attract many fans for the first few days of the tournament, which may mean that it will be difficult to seat the majority of fans towards the end of the week.

GLTK tennis club:

GLTK needs to be considered as a potential venue because it does meet all the outlined requirements for a venue by the WTA. It boasts twelve tennis courts, which would please the players competing in the tournament by offering a larger number of practice courts as well as offering more potential space that could be put to use for sponsors.

However, it should be considered that while GLTK does meet the venue requirements for a WTA event, it may not make the best venue for the event based on the fact that the facility is very spread out and it is not as close to the center of the city. Because it was known that GLTK did meet the requirements of a venue and feasibility in this regard was already determined, no further research was conducted to determine the specific suitability of hosting the tournament in this venue.

¹⁴⁴ Calculated by multiplying 2,000 spectators per day by nine days

13.4 Venue Implications

After analyzing the three potential venues, it appears that either Ullevi or GLTK would make suitable venues for the event. Because Scandinavium is booked up with hockey, it means that even if the venue was desirable, it will not be available until 2008 at the earliest. However, learning from the lesson above and hearing what the tournament directors had to say, the authors do not recommend Scandinavium as a venue unless it is to host a tournament that has been upgraded from a Tier 3. This is because starting off a Tier 2 tournament in the Scandinavium would be risking potential failure as it tends to take at least two years to build up the needed audience. This problem could possibly be avoided if the tournament was established initially as a Tier 3 and then moved up to a Tier 2.

The research show that while Ullevi is too small to host a Tier 2 tournament; it would serve as a feasible venue for a Tier 3 event. GLTK can also host a Tier 3 event, but more research is needed to determine first if the venue could meet the minimum requirements for a Tier 2, and second if GLTK would even be an attractive venue as it is located away from the center of the city. Therefore, unless GLTK is deemed suitable for a Tier 2 tournament, the only possibility for a WTA tournament before 2008 is to host a Tier 3 event in either GLTK or Ullevi tennis club.

14 FINANCIAL FEASIBILITY ASSESSMENT

This section provides an estimate of the operational costs, revenues and the acquisition costs associated with the event. It commences by determining the financial feasibility of both Tier 2 and Tier 3 events.

Importance

Knowing that the stakeholders seem supportive of the event, it is vital to actually measure if the event can be affordable. Arranging an event involves a large financial risk since the outcomes of the event can not be known prior to it actually taking place. As a result, it becomes important to make sure prior to the event that the costs can be covered and the needed money can be raised. The objective of the financial feasibility study is therefore to estimate how much the event will cost, how much revenues can be expected, how much money needs to be raised to acquire the event, and what sources they should come from and if this seems realistic.

14.1 Methodology

Various means were taken to provide a fair picture of the financial situation. Firstly, tournament directors of other WTA tour events, both Tier 2 and 3's were interviewed in order to get a feel for the costs of running these types of events and the most common revenue sources used. Financial information was gathered from five Tier 2 and seven Tier 3 tournament directors. Secondly, the Stockholm Open was benchmarked in order to draw parallels, predict costs and revenue sources applicable to the Swedish market. Thirdly, WTA officials were interviewed in order to understand the costs associated with acquiring the event. Lastly, estimations were made regarding what and how much financial resources our case companies may be willing to contribute with in order to get the event established.

However, it should be mentioned that some challenges were encountered in this financial analysis. Firstly, since the WTA has its base in the US and many of the events that were used for benchmarking purposes were either there or elsewhere in Europe many financial figures were given in either dollars or euros. Therefore, the authors decided to use the following

exchange rates throughout the report; SEK/\$:6.75, SEK/euro 8.93.¹⁴⁵ As those exchange rates fluctuate over time, and the event is not to be arranged for another 2 years, some of the costs may change.

Not until the ownership structure is determined, it is identified who can be considered an internal or external revenue source, and it is time to negotiate will one know for sure how much money the various organizations are willing to invest in the event and what barter agreements can be made. In order to simplify the problem of difficulty predicting revenue sources and costs, a certain ownership structure is assumed in this study. It will be assumed that the event may be jointly owned by one or more local tennis clubs, together with the regional tennis association. This organizational structure is assumed since it has been successfully used by the Stockholm Open and it is according to the authors the most optimal ownership structure for the event since it facilitates the most support and cooperation within the local tennis community.

After making certain assumptions, benchmarking similar events and completing the above mentioned interviews, the authors are believed to have a clear picture of the main costs associated with a WTA event and the ability to come up with the needed money.

The first step of this financial feasibility is to predict the costs of the event. Once the costs are estimated, it is possible to get a feel for whether the package is sellable and determine the feasibility of the event.¹⁴⁶

14.2 Estimated Costs

The table below lists the estimated costs broken down into the various Tier scenarios as the costs of the event will vary depending on what Tier Göteborg will host. Therefore, two budgets are made; one for a Tier 2 tournament and another one for a Tier 3.

¹⁴⁵ Exchange rates from 29/11/04

¹⁴⁶ Christer Hult, 2004 (Tournament Directors)

Table 11: Estimated Costs – Tier 2 & Tier 3

OPERATIONAL COSTS		TIER 2	TIER 3	
Prize Money		3,948,750	1,147,500	Minimum prize money determined by the WTA (\$585,000 for a Tier 2 and \$170,000 for a Tier 3) 2005 figures.
Hospitality Costs		600,000	355,000	Estimated amount of VIP tickets distributed and hospitality costs. Benchmarked with similar events
Promotional/ Marketing Costs		500,000	500,000	(Brochures, billboards, banners, arena signs) Some barter assumed with Göteborg & Co and a PR Company. Benchmarked with local events in Göteborg.
Entertainment Costs		600,000	300,000	Open/Award Ceremonies Benchmarking of similar events
Transportation Costs		50,000	50,000	These costs are assuming a barter with a car sponsor which will cover VIP and transportation of players
Venue Costs		1,000,000	500,000	Rent, lighting, audience stands, etc. Assumed barter with the host city
Human Resources	Venue staff	300,000	250,000 ¹⁴⁷	Referees, line judges & medical trainers. The participation of volunteers is expected. Benchmarked with the Stockholm Open
	Event Organizers	2,000,000	2,000,000	Assuming the event organizers start working on the event a year in advance. Benchmarked with other WTA events.
Appearance Money		-	2,025,000 ¹⁴⁸	Estimation based on benchmarking of other events and expert opinions ¹⁴⁹
Players Costs		500,000	250,000	Food and hospitality for players (some barter is assumed)
TV Production		600,000	400,000	Assuming broadcast on national TV; Sat./Sun for Tier 3 and Th.-Sun. for a Tier 2 (assuming a TV production team is hired (not SVT or TV4 prod. teams)
TV Broadcasting (signal)		120,000	60,000	See description in the cell above
Yearly interest rate on the investment		864,000	108,000	Yearly interest rate on the total acquisition cost. A 5 year market interest rate of 3.2% was used. From Dagens Industri, 15 December, 2004.
TOTAL OPERATIONAL COSTS		<u>11,082,750</u>	<u>7,693,000</u>	

From the table above it can be seen that the costs of running a Tier 2 event are approximately 3.4M SEK higher than for a Tier 3 event. However, this does not necessarily mean that a Tier 2 event will be less desirable. The profit and the revenues for Tier 2 events also tend to be higher, which will be elaborated further on below.

The authors noted that there are four factors which have proved to be especially important in determining the total costs of the event. These factors are: the cost of acquiring the event, the need for venue restructuring, the appearance money needed to attract key players and the prize money. However, the importance of each cost in determining the total cost depends on the Tier. The total costs for a Tier 2 event seemed to depend mostly on prize money, acquisition costs and venue restructuring since Tier 2's rarely pay appearance money to their players. For Tier 3 events the differences in total costs seem to depend mostly on appearance money, which is an illegal but very common method used by Tier 3 directors to attract top players to their events. However venue, acquisition costs and prize money are also determining factors.

14.2.1 Acquisition Cost

The most recent market prices for purchasing WTA sanction rights are 27M SEK for a Tier 2 event and 3.38M for a Tier 3 event. However, the owners do not need to come up with all this money to acquire the event in the initial year. In fact, acquiring such an event should be viewed as an investment since the money can be regained when the event is sold off. The financial resources needed to acquire the event can be borrowed from the bank or from some sponsor willing to take on the risk. The cost associated with acquiring such an event is therefore as can be seen in the table above, the yearly amount that will be used to pay off the loan.

It can be noted from the table that the yearly capital cost for acquiring a Tier 2 tournament are approximately 8 times as much as with a Tier 3 event. This tells us that although Tier 2 events are on average more profitable, they also require a significantly higher investment. Yet, the yearly capital cost should be seen as an investment as the money can be regained by selling the tournament in subsequent years. It needs to be mentioned that these acquisition costs are based on the most recent market value and may change

as of 2007. The market values for acquiring both Tier 2 and Tier 3 events have increased substantially over the years, so chances are that money can actually be made on the tournament if prices follow past trends. However, the authors believe that the cost of acquiring a Tier 2 tournament will increase in an even more rapid pace in the future. This is assumed because of the higher profit those events generate and the expected tightened restrictions for Top players to play down in Tier 3 tournaments in the future. Additionally, an increasing amount of people are inquiring about purchasing those tournaments.

It is interesting to compare the estimated costs for the WTA event in Göteborg to that of similar WTA events. The benchmarking study showed that the costs for Tier 2 events range between 6.75M-16.9M SEK and for a Tier 3 event between 4M-5.4M SEK. This comparison indicates that the predictions for a Tier 2 event were in line with that of benchmarked events; however, the estimation of the Tier 3 costs was not. There are many factors which can influence the variations of costs between tournaments within the same Tier category, which may help explain the reasons for the deviation between the authors' calculation of the costs of the Tier3 event and that of other WTA tournaments. Firstly, every location, venue and event is unique and variations in costs can partly depend on local and country conditions and the need to restructure the venue.

Indeed the estimated costs in all these categories were rather high for the event in Göteborg. The authors assumed that it is important in the initial year to attract good players in order to be off to a good start, which explains the high appearance money. In addition, some adjustments need to be made to the venue. But the most probable reason for the cost deviation is that some costs can be reduced over time. A majority of the interviewed tournament directors have been running their events for quite some years, which may explain why their costs are lower. However, because of the difficulty of predicting costs of a new event in a new market, it is important to be aware of the fact that there might be an overestimation of the costs. This may mean that if the event comes to Göteborg the costs may turn out to be lower.

Having seen the costs associated with running the event, it is now time to assess whether enough revenue can be raised to cover those costs.

14.3 Estimated Revenues

There are several revenue sources that are especially crucial for an event. These are sponsorship money, ticketing, financial support from the government, host city as well as from national/regional tennis associations and clubs.¹⁵⁰ If a WTA event is to come to Göteborg the most relevant revenue sources include;

Revenue Sources:

- Sponsors
- SvTF
- Göteborg & Co
- Local tennis clubs
- Göteborg Tennis Association
- Ticket Sales

These revenue sources can be divided into two different categories; one being internal revenue sources and the other one being external. The internal stakeholders consist of the owners which in this case may be one or a few local tennis clubs together with the Göteborg Tennis Association or an event management firm. These organizations will take on the risk of the event and share an eventual profit if it is to succeed. The profit may go to the improvement of women's tennis in the region. The external revenue sources may consist of ticket sales, sponsors, the host city and the Swedish Tennis Association.

The most critical issue in the initiation process is to find someone willing to take on the investment, i.e. the economic risk of starting the event. These are costs that will not be regained in case of event failure and would amount to approximately 2M SEK. This would most likely be shared between the city of Göteborg, SvTF and individual sponsors.¹⁵¹

Sponsors are the most important external revenue source. According to the interviewed tournament directors, the aim should always be to have 100% of the production costs covered by sponsorship money. It would not be advisable to arrange an event if less than 80% can be raised from sponsors.¹⁵² However, the government can also be an important external revenue source. The Canadian government pays 25% of the production costs for the Tier 3 tournament in Québec.¹⁵³

Having identified the potential revenue sources and estimated the costs of the event it is essential to assess who is most likely to pay for what costs and if the money can actually be raised. Therefore such a discussion is provided in the table below. It was known from the previous section that the money that needs to be raised in an initial year will amount to approximately 7.7M SEK for a Tier 3 tournament and 11M SEK for a Tier 2 event.¹⁵⁴ After having benchmarked similar events ability to attract revenues, interviewing sponsors, supportive stakeholders and potential owners of the event it became obvious that the following revenues were realistic to raise in an initial year.

Table 12: Estimated Revenues – Tier 2 & Tier 3

REVENUE SOURCES	Estimated Revenues (SEK)		DESCRIPTION
	TIER 2	TIER 3	
Owners' Contribution	500,000	500,000	A realistic revenue to raise from the potential owners
Supportive Stakeholders' Contribution	500,000	500,000	Realistic revenue to raise from SvTF and the host city.
WTA Tour Sponsorship Contribution	157,613	65,475	These numbers represent the amount that the WTA distributes to event organizers as compensation for fulfilling certain obligations to the sponsors of the WTA (converted from dollars). ¹⁵⁵
Ticket Sales	1,108,275	769,300	These numbers assume that ticket sales make up for approximately 10% of total revenues. (Found by benchmarking other WTA events)
Leasing Agreements	100,000	100,000	Expected revenue generated from the outsourcing of exhibition, food and beverages stands
Sponsorship Revenues	8,716,862	5,758,225	Revenue needed to be raised by sponsors (This number is used as a plug)
TOTAL ESTIMATED REVENUES	<u>11,082,750</u>	<u>7,693,000</u>	

From this analysis it can be noted that attracting enough revenue sources for hosting either Tier event is attainable. The table indicates that the money needed to be raised by sponsors (out of total costs) amount to 79% for a Tier 2 event and 75% for a Tier 3 event out of total costs. Since the objective should be to cover at least 80% of production costs, having to cover a lower

amount seems to be realistic and manageable knowing the relatively large interest from the local businesses in potentially sponsoring the event.

It can be concluded that although the costs of running a Tier 2 event are much higher than for a Tier 3, the revenues also tend to be much higher. In addition, Tier 2 tournaments are on average more profitable than Tier 3 tournaments. This means that from a financial perspective it may be worth the extra costs.

14.4 Financial Implications

In establishing a WTA tournament a long-term perspective needs to be taken. The chances of a WTA event generating profit in the first two years are small. According to statistics from the WTA, it usually takes about two years to build up enough interest from the audience, media and sponsors.¹⁵⁶ Furthermore, from the benchmarking studies it was learned that the Tier3 events usually break even but very rarely make profit. Tier 2 tournaments on the other hand have larger tendency to make profit despite their higher costs. They may require a large initial investment, but once they are up and running the investment soon seems to be paying off. Additionally, by taking an investment perspective money can actually be gained once the event is eventually sold off.

Derived from this analysis, it can be concluded that the costs associated with running either a Tier 2 or Tier 3 could likely be covered with the estimated revenue. However, since Tier 2 tournaments tend to be more profitable over time and have higher chances of being worth the investment, it makes the most financial sense to acquire a Tier 2 tournament provided the money can be raised and the loans can be guaranteed. If the loan can not be attained, a Tier 3 event should be acquired. In this latter case it might make the most sense to upgrade the tournament to a Tier 2 category sometime in the near future. Further discussion on the Tier issue is provided in the Tier chapter, which will follow.

PART IV – ANALYSIS, RECOMMENDATIONS, CONCLUSIONS

15 TIMING ANALYSIS

This section will recommend an optimal date for the event. It will start by addressing what issues are critical to consider for determining the timing, it will take into account the preferences of stakeholders and the venue and tier requirements. Lastly it will identify the possible dates the tournament can be hosted.

Importance

Finding an appropriate timing for the event is extremely critical since it determines what players the event will attract. As been mentioned in previous section, players are the deciding factor for the support of primarily all stakeholders involved in the event. According to the interviewed tournament directors, “If you get a good date a Tier 3 can look like a Tier 2 and vice versa.”¹⁵⁷ Therefore, it is important to find a time during the year when the players are likely to participate. However, there are many factors that determine a players’ ability to play in an event.

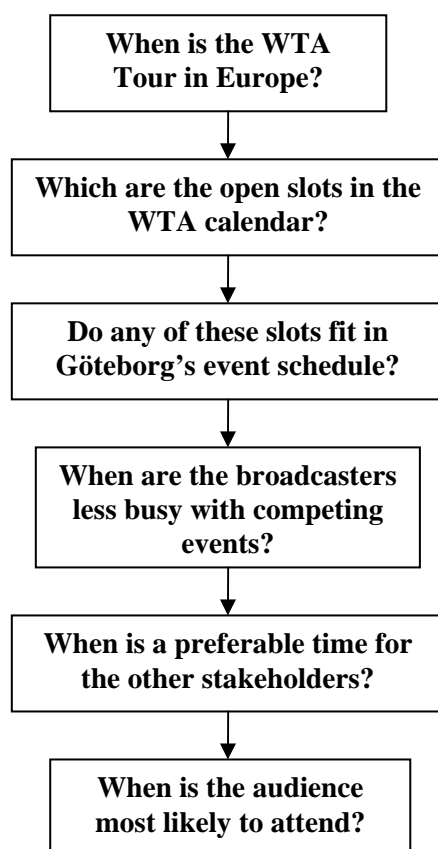
To begin with, the WTA tour calendar is largely dictated by the governing organization WTA Inc., which determines when various events can be scheduled and under what circumstances the players can participate in the different tournaments. The WTA tour is organized geographically, which means that a WTA event in Göteborg can only be scheduled during the time when the tour is actually on European grounds. Once it is identified when the tour is on European ground there are additional factors to take into consideration prior to selecting a date of the event. The WTA has set up certain rules for the players in order to guarantee the “best employment opportunities” for their players.¹⁵⁸ These rules serve as guidelines and determine what tournaments a player is allowed to play under different circumstances. These regulations depend on the ranking of the player, the Tier of the event as well as the Tier of tournaments scheduled during the same time. This situation complicates the timing selection process since it is not possible to simply pick a date that seems to match the event schedule of

Göteborg and meet the needs of each stakeholder. In fact one has to accept that the WTA controls the WTA schedule and that most applicants are left with choosing between a few dates that the WTA have to offer.

Due to the complexity of this issue and the power of the governing body of the WTA, the number one task in selecting the appropriate timing for the event is to carefully analyze the WTA schedule in order to identify firstly when the tour is in Europe, and secondly when there is an open slot in the WTA calendar.

Once this is done and some open slots have been identified, there are many other crucial factors which have to be accounted for prior to scheduling the event. Firstly, how players select what events to participate in. Secondly, it needs to measure if Göteborg has the capacity to absorb the event. I.e. does Göteborg have available times in the venue and hotel schedules. Thirdly, do the other stakeholders have requirements on the timing of the event. If so, how does that affect their support and what timing do they prefer. In order to clarify this complex issue of identifying an appropriate timing for the event a picture is provided below, which illustrates the order in which the timing issues need to be dealt with.

Steps to Identify an Appropriate Timing



15.1 Methodology

Various steps were taken in order to gather the information necessary to identify the appropriate timing of the event. Firstly, it was only after interviewing tournament directors of other Swedish tennis events that the authors understood how important of an issue that timing actually is for the success of the event. As was stated in the case study section, the bad timing of the Nordic Light Open reflected poorly on the outcome of the tournament.

Once this was understood, 20 interviews were conducted with worldwide tournament directors of both Tier2 and Tier3 events. The tournament directors were asked how they went about finding the timing for their event and when the most preferable timing would be for a Tier2 and Tier3 event respectively. The tournament directors were also asked to give recommendations regarding the best way of addressing the timing issue. The

authors soon learned that the WTA schedule was going to be the starting point in the timing selection process.

After carefully scrutinizing the WTA calendar for 2004, the authors were not much wiser. The calendar was extremely booked with tournaments and did not seem to have any open dates. It proved to be impossible to determine open slots just by looking at the calendar. A phone interview was soon set up with the director of WTA Europe, who carefully explained how the WTA calendar worked. He explained WTA's role in approving or denying applicants the right of hosting WTA tournaments during certain times of the year and their power of restricting players to participate in tournaments. From the interview the authors learned that the WTA rule book would need to be studied in order to understand the roles that influence the selection of timing. Subsequently, the readers had developed a good understanding of the factors that needed to be considered in analyzing the WTA calendar and a few possible dates could be identified for when the event could be hosted.

Once these possible dates were known a schedule of competing events and hotel booking in Göteborg was put together and tournament directors of other WTA events were interviewed in order to assess what time of the year it is easier to attract players. Strengths of various tournament draws were also assessed in order to see if there is a difference in strength of draws in the beginning versus the end of the year.

The key stakeholders were interviewed in order to identify their preference regarding timing. From these interviews it was learned that medias' willingness to cover the event partly depended on competing worldwide events. The authors therefore checked the schedules of large worldwide events in order to identify dates when it would be impossible to get the attention of TV or media.

By taking into consideration all these factors and the input of each stakeholder in identifying possible dates for the tournament, the authors are convinced to have all the information needed to make true recommendations in the matter. A discussion and an illustration of the ingredients and steps needed to determine a suitable timing for the event is provided below.

15.2 Analysis of the WTA Schedule

The starting point in identifying the appropriate timing for the event is to find an opening in the WTA schedule. Finding an opening in the WTA schedule is extremely critical since this is the most crucial factor for determining the quality of the players that the event will attract but also because it determines when a WTA event is even allowed to be scheduled.

In order to make sure that the tournaments yield the best employment opportunities for its players, the governing body of the WTA assures that the tour is in the right locations during the right time. Therefore the WTA approves or denies tournaments that they decide are not in the right location or scheduled during an attractive time for their players. In addition, the WTA restricts and/or encourages certain players (depending on WTA ranking) to play certain tournaments over others depending on level or Tier of the tournament. The WTA has therefore conducted rules that determine how many tournaments in the various Tiers that each player is allowed to participate in, what Tier events they must participate in, and what tournaments they are allowed/not allowed to “play down” in when hosted during the same time. All these factors including the play down rules need to be accounted for when determining the appropriate timing of the event. (The “Play Down Rules” are illustrated in the “WTA Rules” section in the Appendix 12)

Since the timing of the WTA tour has to be organized geographically, the times that can be considered is when the tour is in Europe, or else the tournament would not get the WTA approval. After conducting a thorough analyzes of the WTA calendar, two possible periods were identified, which is in February and then again in September/October. See Appendix 15 for a deeper analysis of the February and September/October schedules. The two tables provided in the appendix analyze the possible openings in the 2005 calendar and identify the most appropriate timing for a WTA tournament in Göteborg if it was to be hosted next year. However, it should be realized that the calendar might change as of 2007.

Although the 2005 February calendar is really busy, two possible dates in February could be found for a Tier 3. These two dates are listed in the table below. However, no dates in February were deemed appropriate for a Tier 2

tournament. The September/October identified three possible dates for a Tier 3 event to be established. The table also shows one possible date for a Tier 2 tournament. However, this date has a status of “to be determined,” which means that negotiation with other interested organizations may be in the process. Therefore, there is a risk that this “open slot” will be filled in the near future.

Table 13: Available dates for Tier 2 & 3 tournaments

Open Dates		
	February	September/October
Tier 2	None	26 th Sep-3 rd Oct
Tier3	7 th -14 th of February	19 th – 26 th Sept
	21 st -28 th of February	3 rd – 10 th of Oct
	-	31 st Oct – 6 th of Nov

The table above shows that the 2005 schedule is indeed really busy and that only a few open slots can be identified. However, it is important to understand that the 2005 calendar has just been determined, meaning that there were open slots in the calendar earlier on in the year that just got filled. The calendar actually does change a bit from year to year meaning that slots do open up. Due to financial difficulties, and lack of ability to attract players, some tournaments may choose not to run their tournaments in 2006. In addition, the “play down rules” and the WTA calendar may change from one year to another, which may allow for other dates to open up in 2007. This tells us that one ought to be proactive in looking for what is available in the market in terms of open slots. The more active and the earlier one is out to look for tournaments, the easier it is to find open slots during a preferable time.

If the 2007 WTA calendar looks similar to the one today it seems like it will be easier to acquire or find an open slot for a Tier 3 event in the initial year. There are two reasons for this. Firstly, the Tier 3 calendar tends to fluctuate more from year to year than the Tier 2 calendar. Secondly, Tier 2 tournaments are more difficult to fit into the calendar because of harsher scheduling restrictions. In other words, Tier 2 slots do not open up very often.

It can also be noted from the table above that it seems easier to schedule a tournament towards the end of the year because there are a few more open

slots. It was interesting to see that after analyzing the 2005 calendar and identifying possible dates for the establishment of an event, the WTA sent out a request for proposal to world wide tournament directors asking them to purchase Tier 3 sanctions. The slots that the WTA tour wanted to fill with Tier 3 tournaments were the exact dates in September and October that the authors identified. This underscores the belief that in 2005 it would be easier to find an open slot for hosting a tournament in the fall than in February.

However, just because it is easier to schedule a tournament during that time does not necessarily mean that it is the best time to host a tournament. There are many more factors that play an important role in selecting a suitable timing. These will be addressed in the following sections.

15.3 2006 versus 2007

At this point it is critical to determine what year would be a good starting point for the event. 2006 was determined unsuitable for various reasons and from the perspective of many stakeholders. This will be elaborated further on below. However, in summary; Swedish tennis has a greater chance of being ready for such an event in 2007 since more players may have the possibilities to play in the event. 2006 is a really tough sporting year both from a city and a worldwide perspective. In February, the winter Olympics is scheduled, in August the European Championship in Track and Field is hosted in Göteborg, in June and July the World Cup in soccer is taking place. Derived from this it can be seen that scheduling an event in February 2006 is unwisely. Scheduling an event in February would mean that the broadcasters are busy broadcasting the Olympics, less audience will attend and companies will not be as willing to sponsor the event since their clients may be less interested in attending a tennis event during that time. Scheduling the event in Göteborg in September/October is also not preferable from a city perspective since it would be too many large events taken place too close to each other. The track and field Championship has just ended, the soccer season is approaching its end and the hockey season is just about to start. For a complete city and worldwide event schedules see Appendix 13.

15.4 Göteborg's Perspective on Timing

Prior to bringing an event to a city it is extremely important to make sure that it has the capacity to absorb the event during that particular time. It is crucial

to carefully scrutinize the city's event schedule in order to make sure that there are not too many competing events going on during the same time. The city is limited on venues, hotels and audience. An event will have the best impact on the city if the capacity is not at maximum and if the event can instead benefit the city. An event will be especially beneficial if it can be scheduled during off peak season. I.e. filling empty hotel and venue capacity will generate money to the city or at least reduce the loss generated from empty capacity.

Event Schedule

Having excluded 2006 in the analysis leaves two available times for establishing the event. These include; February or September/October in 2007. As can be seen in the 2007 event calendar there are no large events scheduled in February in Göteborg. In September there are also open slots. However, October may be busier as the hockey season starts. It will not be impossible, only less preferable.

Göteborg 2007 Event Schedule

Date	Event
March 5 th – April 10 th	Elitserien Hockey Playoffs (Depending on success of Frölunda)
March 23 rd -28 th	Göteborg Horse Show
Sept 29 th	Elitserien, Hockey Season Starts

From the perspective of Göteborg & Co both February and the September/October time period seem to work in 2007.¹⁵⁹ Knowing this, it seems as though both dates would work for 2007 to schedule a WTA event in Göteborg when taken into consideration only its event calendar.

Venue Schedule

Ullevi and GLTK are identified as the only possible venues for the initial year of 2007. Both of these venues will be available in the beginning or end of the year so no preference exists.

Hotel Schedule

The hotels in town tend to be less booked in February than towards the end of the year. The reasons for this are; many people are on sports break in February, less people are in town, and fewer events are scheduled during that time. Additionally, it can be tricky to find hotel rooms in the centre in the end of October because of a large congress in Göteborg.¹⁶⁰ The final remarks from a hotel perspective are that both dates will work but February is preferable.

It can be concluded from this section that from Göteborgs' perspective as a whole and taken into consideration, the event, venue and hotel schedules either the beginning of the year or the end of the year dates would work in 2007.

15.5 Player's Preference

In order to attract good players to the event it is crucial to understand how they make their selection on what events to participate in. It is already known that there are play down rules which restrict their participation in the event, therefore these are left out in this section and the discussion below is instead focused on other influential factors.

End versus the Beginning of the year

From interviews with various WTA tournament directors it was learned that the ability to attract players can some times vary depending on if the event is scheduled in the beginning or the end of the year. Whether a player is more likely to participate in the beginning or end of the year can depend on many factors. Firstly, it depends on the physical and mental state of the players. By the end of the year many players are suffering from fatigue and the build up of nagging injuries, which can mean that it is hard to attract good players this time of the year. Secondly, a player sometimes makes her decision on what tournament to participate in based on her current WTA ranking. For example many Top 10 players may already have qualified for the season ending Championship towards the end of the year, which can mean that they do not need to play any more tournaments. However, it can also mean that the players that are on the borderline to qualify for making one of the 8 spots in the Championships are very eager to play during that time. Thirdly, many tournament directors stated that the players are often more willing to play tournaments at the start of the year because they are trying to get their requirements out of the way for the number of lower Tier tournaments they

need to play. In general, most of the tournament directors felt that tournaments at the start of the year attract better players.

While many of the people who offered their opinions are experienced and knowledgeable in the field of tennis it is still necessary to weigh their opinions against the facts. For this reason the authors conducted a study, which compares the strengths of every indoor tournament played in the beginning versus the end of the year. The study is displayed in Appendix 1 and looks at the strength of the draws of the Tier 2 and Tier 3 level events from the last two years. Surprisingly, the results showed the opposite from what the tournament directors had previously stated. The study showed that the tournaments that were scheduled towards the end of the year had indeed been more successful at attracting good players.

The differences between opinions and facts shows that there are many factors which can determine whether a tournament attracts the most players in the beginning or end of the year and that it is extremely hard to predict before hand. It was therefore needed to look at other factors which are influencing the players' selection on what tournament to play. These factors are displayed below:

Proximity of other tournaments: Players dislike traveling to tournaments and if it is not hosted when players are in the area then the turnout will not be good.¹⁶¹

Surface: Players are more likely to play a tournament, which is on the same surface as other tournaments scheduled during the same period. This is especially important if the tournament is hosted prior to a big tournament on the same surface.

Past Experience with the Tournament: Although the WTA rules do restrict what tournaments players are allowed to participate in, the players still have the ability to select some tournaments which they wish to play. The players are more likely to come back to a tournament which they liked from previous year. The experience that the players had with the fans, service personnel, hospitality, hotels, image of the tournament, attractiveness of the venue and accessibility to practice courts are all really crucial factors.

Word of Mouth: Obviously the rumors spread rapidly on the WTA tour. If the tournament is well organized and players are happy, chances are that other players will find out, which can trigger them to attend the event the next year.

Knowing what influences a player's choice of tournament it is easier to make a wise decision when selecting timing for the event. However, with this knowledge a preferable timing can still not be selected. Before it can actually be determined the input of various other stakeholders needs to be taken into consideration.

15.6 SvTF's Perspective on Timing

The timing is also really important for Swedish tennis. Since the SvTF objective is to improve women's tennis they prefer having some Swedish talents being able to participate in the event. Knowing the current state of its women's tennis it seems more realistic to believe that Sweden has developed strong enough players to participate in the event in 2007 than a year earlier. As far as the time of the year, the SvTF wants as many young tennis girls as possible to be able to watch the event. Therefore, it would be advisable to schedule the event when this target group is not on sports break. Furthermore, due to the increasing amount of tennis tournaments that take place in the fall in Sweden, the spring may be advisable. From this it can be concluded that February would be advisable unless the event is scheduled during the break. However, September/October may also work, preferably the earlier the better in that case since the event does not want to compete with the Stockholm Open.

15.7 Media's Perspective on Timing

Knowing how important timing is in order to get the support of media it is essential to take their requirements into consideration when selecting a time for the event. Media is more likely to support the event if there are few events competing for their attention. TV is much more likely to broadcast the event if they are not occupied with other large international sporting events. To complicate the situation slightly, it was noted from the interviews with this stakeholder group that newspapers and national broadcasters had different preferences regarding timing. The printed press favored February since they are really busy in September/October with the beginning of the hockey

season and the end of the soccer season. In contrast, both SVT and TV4 regarded September/ October as a preferable timing since they are busy broadcasting winter sports in February. The World Ski Championships takes place in Are, Sweden between the 13th and the 26th of February in 2007. TV believed that a tennis event will have a hard time competing with such heavy winter sporting event.¹⁶² Also, many people are on “winter break” during February, which may result in missing out on the ability to attract audience. However, an event will always face some competition and knowing that only downhill skiing is a threat in February scheduling an event during that time might not be impossible. In fact, there have been cases where events got broadcasted by national TV even though many events were going on during the same time. One example is the Nordic Light which managed to get its event nationally broadcasted even though three large events were going on at the same time.

To solve the situation of the conflicting time preferences it should be mentioned that because of the increasing importance of having the support of national broadcasters over the printed media the requirements of the first mentioned should be prioritized higher. From this analysis it can be concluded that the chances of getting the support of national broadcasters are high for either the September/October time or February as long as the event is not scheduled during the sports break. However, September/October is a less busy time for national TV.

15.8 Sponsor’s Perspective on Timing

The timing proved to be important in order for sponsors to be willing to invest money in the event. Since the primary reasons for sponsoring the event would be to entertain clients their main concern was that their clients were available during that time. There were however different opinions about the best date between September/October or February, but most companies were willing to sponsor the event as long as it is not scheduled during holidays or the sport break.

15.9 The Audience’s Perspective on Timing

The importance of timing in determining the success of the event was strongly emphasized by all interviewed tournament directors both in Sweden and internationally. One tournament which illustrates the power of timing in

determining the success of the event is the Nordic Light Open. The timing of that event was extremely bad, which has been commented by sponsors, media and the general public. Nordic Light Open was a really well organized event but the fact that it had many events were competing for audience, broadcasters and sponsors during that time had negative consequences for the event. Very few spectators eventually showed up. People were during that time busy watching other sports or taking advantage of the few nice summer days the summer of 2004 had to offer outside the city. This exemplifies the importance of hosting the tournament in a place where people like to be during that particular time of the year. According to one tournament director; “One reason why Swedish Open has been so successful is because Båstad, where it is hosted, is a very suitable town for a tennis event during that particular time of the year.” Båstad is a summer town where people like to be during their holiday so the fact that the tournament is hosted in the beginning of July makes it very attractive for people. Knowing this, it is therefore not advisable to establish a tennis tournament in either Stockholm or Göteborg during summer time.¹⁶³ However, knowing that the time periods are in the spring and fall respectively, it can be assumed that those are good for a city event from an audience perspective. From the surveys conducted with the potential audience no strong preferences for any one time of the year was noted. Therefore, whether the event is scheduled in February or September/October does not make a difference from an audience perspective, as long as the event is not scheduled in the sports break when people may be gone.

15.10 Timing Implications

Having identified two potential time periods for establishing a WTA event in Göteborg and discussed the requirements and preferences of the various stakeholders it is time to finally put the pieces together before a conclusion can be made. The table below displays the preferences of each stakeholder group between the February or the September/October 2007 dates.

Table 14: Preferable Timing of the Stakeholders

Stakeholder	Either Timing	Prefer February	Prefer September/October
<i>SvTF</i>	Y	Y	
<i>Göteborg & Co</i>	Y	Y	
<i>Local tennis clubs</i>	Y		

<i>Audience</i>	Y		
<i>Media</i>			Y
<i>Sponsors</i>	Y		

From this table it can be seen that some stakeholders have preferences for one time period. Yet, they are flexible enough that if the event was to be scheduled in the less preferable time the timing issue per se would not result in them not supporting the event. There was one exception however, which is the national broadcasters. February is a really busy timing for them since they are broadcasting the world ski championship in Åre. Therefore, they strongly prefer the latter time period. This does not necessarily mean that they would not broadcast a tennis event during that time it may just make them harder to convince. The preferences from the perspective of players are impossible to determine at this stage. There are so many factors that are determining. In addition conditions affecting players, WTA rules and the WTA calendar changes from year to year, which makes it impossible to judge what time they would prefer at this stage. It can be derived from this analysis however that if the conditions and the WTA schedule remains the same as it is today, there are possibilities to attract good players for both identified time periods. In addition, it also seems possible to attract the support of the stakeholders in both periods. There is just one major requirement that the stakeholders had and that is that if the event is scheduled in February, it should not be hosted during the Sports break, because the sponsors and audience will not be very supportive of the event during that time.

The table below shows the ideal weeks to host a WTA tournament. These weeks take into account every aspect that needs to be considered except the WTA's rules regarding scheduling as the 2007 schedule cannot be known until late in 2006.

Table 15: Recommended dates to host a WTA tournament

	Attractive Dates	Potential Threats
February	Week 6	Åre Ski Championship
	Week 8	
September/ October	Week 38 - 42	Eliteserien in hockey starts, close to other tennis events in Sweden, hotels may be booked

Knowing how all the pieces fit together it can be noted that opportunities exist to host a WTA event during either the February or September/October slot. However, as conditions, rules and schedules change it is impossible to determine when during these time periods the event can be hosted and when the best players will attend. It is therefore important to be proactive in searching for open time slots and keep updated to changes in the calendar.

If the 2007 WTA calendar looks similar to the one today it seems like it will be easier to find and acquire an available time slot for hosting a Tier3 tournament in the initial year. However, once a Tier2 slot opens up it is important to go aggressively after it because it does not happen very often.

16 TIER ANALYSIS

This section identifies the Tier, which is the most preferable and desirable among all Stakeholders and which ensures that the city and the involved organizations have the capacity to absorb the event.

Importance

Making the decision between a Tier 2 and a Tier 3 tournament is the most critical decision faced in this report. This is because each of the involved stakeholders has different desires of what Tier the city of Göteborg hosts. As a result, it may not be possible to satisfy all of them when selecting a Tier. However, because of the importance of each stakeholder involved in supporting the event, lacking the support from just one of them can mean that the event may no longer be feasible.

Including this section at the beginning of this report would have drastically simplified many of the difficulties associated with the research. Doing so would have made it possible to target each of the stakeholders associated with the event and be able to give them the specific details applicable to the Tier of the event. However, this also would have meant that it would have been possible to make the wrong decision of the feasibility of the event. Determining the Tier at the beginning of the report means that the desires of each of the stakeholders would effectively be ignored. The Tier of a WTA Tournament so drastically affects the support from the different stakeholders that it is possible that one of the Tiers may actually be feasible while the other Tier may not be. For this reason, taking the Tier decision at the end of the research was necessary. This decision made the report considerably more complicated but it also made the study as accurate as possible.

The aim of this section is to decide how the decision regarding the Tier of the event will affect the feasibility. To do this, an overview is first presented showing the implications of both Tier events, which explains some of the issues that must be considered before making the decision of which Tier should be hosted. After this discussion, the support of each of the stakeholders will be analyzed in respect to the different Tiers. The stakeholders will first be evaluated to see if the needed support exists for either Tier and then proceed to showing where the individual stakeholders'

preferences stand regarding the Tier of the tournament. The desires of each of the stakeholders will then be compared with the practical issues regarding the venue needed, the financial aspects, and the possible timing of the event, which all have an impact on the Tier of the event. After taken into consideration all of the above mentioned issues, a suggestion will be made on which Tier is most feasible for the city of Göteborg to host.

16.1 Tier Implications

Tier 2

As was illustrated in the “*Tier Classification Section*,” the audience numbers tend to be substantially higher for a Tier 2 event. Additionally, the number of top 10 and top 20 players that those events attract tend to be much higher. Furthermore, a Tier 2 event attracts more attention from TV and media. All Tier 2 events are part of an international broadcasting pool which means that by hosting a Tier2 event international TV coverage is guaranteed. Tier 2 events are on average aired one or two more days on national TV in comparison Tier 3 events.¹⁶⁴ Because of all these benefits, sponsors tend to be more interested in sponsoring Tier 2 events.

From a financial perspective, Tier 2 tournaments are usually more profitable than Tier 3 events. From the interviews conducted with various WTA tournament directors it was learned that most Tier 2 tournaments break even and many of them make profit. Some of them were established in order to make money rather than improving women’s tennis.

Lastly, the future lies in the hand of Tier 2s. The WTA has decided to make it harder for the Top 20 players to play down and participate in lower Tier tournaments and has therefore tightened the play down rules for the 2005 calendar. Even more restrictions in the play down rules are to come but it is not known when.¹⁶⁵ In the long run this means that top players will not be allowed to play in Tier 3 level tournaments. For a more detailed discussion on the future plans of the WTA see Appendix 14.

Tier 3

Although the WTA is going to discourage Top 20 players from playing in Tier 3 tournaments, the competitions will have a deeper draw in the future. They may not be able attract any top 20 players, but they will be able to

attract more top 100 players than previous tournaments. The major benefits of hosting Tier 3 tournaments are the comparatively cheaper acquisition costs, the lower costs of running the event and the strong impact it can have on the development of the nation's tennis. More Swedish players will get a chance to participate in a Tier 3 tournament. Additionally, getting the WTA's approval of the tournament and finding available time slots in the WTA calendar is much easier with a Tier 3 tournament.

However, as have been mentioned many times before, categorizing the tournaments based on Tier is not always as straight forward as is illustrated in the above mentioned discussion. The quality of players, audience numbers, interest from media and sponsors also vary among tournaments within the same Tier. For instance, paying appearance money can be done to attract some Top 20 players, which will ensure their participation in the event. By buying a few well known international players, a Tier 3 event will still be cheaper than a Tier 2 event and can still draw much support from audience, media and sponsors.

16.2 Stakeholder support: Tier 2 vs. Tier 3

The aim of this section is to identify and compare the various stakeholders' support of the two possible Tiers and to pinpoint whose support is most critical when determining the appropriate Tier.

Earlier in this report, the support of all the stakeholders has been assessed and the preference of each stakeholder with regard to the specific Tier has been identified. The research conducted shows that the stakeholders involved have different desires regarding the choice of Tier for the event. To begin with, it was determined that the SvTF would support any sort of WTA Tournament in Göteborg because of the positive impacts to the sport in general in Sweden. However, it can be argued that a Tier 3 tournament would actually better suit the SvTF as hosting a lower Tier event would mean that some Swedish players have a chance to play in the tournament.

Göteborg & Co is also likely to support either Tier of event. However, because the economic impacts as well as the media exposure from a higher-level tournament being more beneficial to the city, Göteborg & Co would prefer a Tier 2 tournament. On the other hand, if a Tier 3 tournament in

Göteborg is able to attract a few big name players the event will likely attract enough media exposure to gain the support of Göteborg & Co. The local tennis clubs provided the easiest stakeholder of all to measure as it was found that a WTA Tournament of any kind will receive enough volunteers to host the event. The research conducted showed no sort of reportable preference by this last group regarding the Tier of the event.

The results from the audience showed that the needed support would be available for either Tier. The forecasts showed that a Tier 3 would have no trouble attracting the needed audience. A Tier 2 on the other hand is forecasted to attract below the average Tier 2 attendance, but it generally takes a few years to build up the support. The audience therefore would be sufficient enough to support either Tier if a long-term perspective is taken.

After measuring the support of media it became evident that the media would be most interested in a Tier 2 tournament as these tournaments attract considerably better players. However, it is still likely that a Tier 3 would receive enough media attention to survive. Reasons for this are that the number of TV channels is increasing and media has determined to increase their coverage of women's sports. In addition, the Nordic Light Open received considerable media attention as a Tier 4 event, which reinforces the belief that the media would support either a Tier 2 or 3 competition.

The sponsors indicated that three main issues would determine their support. Firstly, since their main objective for sponsoring the event is to build client relations it is extremely critical that their target audience matches the audience showing up at the tennis event. Additionally, in order for them to provide their clients with the best experience some well known players are required. Lastly, one of the reasons to sponsor the event was to gain media exposure, which requires large interest from the media. After considering the desires of the sponsors it was actually determined that all these goals are interrelated, as good players will end up attracting more audience and media to the event. For this reason it can be determined that sponsors will be more willing to support a Tier 2 tournament as the quality of players are significantly better. However, the sponsors will still be willing to support a Tier 3 event if appearance fees are paid to attract a few top ranked players. The table below illustrates each stakeholder's support and preference for the various Tier events. It should be noted that the fact that a stakeholder may

prefer one Tier over another does not necessarily mean that they will not support the other event.

Table 16: Preferable Tier of the Stakeholders

Stakeholder	Support for a Tier 2	Support for a Tier 3	Preference
<i>SvTF</i>	Depends	Y	Tier 3
<i>Göteborg & Co</i>	Y	Depends	Tier 2
<i>Local tennis clubs</i>	Y	Y	-
<i>Audience</i>	Y	Y	-
<i>Media</i>	Y	Depends	Tier 2
<i>Sponsors</i>	Y	Depends	Tier 2

16.3 Event requirements: Tier 2 vs. Tier 3

In addition to taking into account the desires of the stakeholders involved in the event, certain practical issues cannot be ignored. It makes no sense to recommend a specific Tier based on the desires of the stakeholders only to find out that it may not be possible gain access to the venue, a suitable timing cannot be found, or that the event cannot be afforded. Therefore, the practical issues of venue, timing and finances are discussed below according to their preference regarding Tier.

Venue Requirements on Tier

Since it is not feasible to host the event in Scandinavium in 2007 and since there are no medium sized venues in Göteborg appropriate for a tennis event, it was determined that if the event is to be established in 2007 it needs to be hosted in a tennis facility such as Ullevi. However, knowing the large audience that a Tier 2 event might attract and the WTA requirements of seating a minimum of 3,000 spectators it seems as though Ullevi is too small for a Tier 2 event and that it is more appropriate for hosting a Tier 3 tournament.

Timing Requirements on Tier

If the 2007 WTA calendar looks similar to the one today it seems like it will be easier to acquire or find an open slot for a Tier 3 event in the initial year. WTA approval is more difficult to get for a Tier 2. Many more rules and

restrictions exist for hosting Tier 2 events, which makes them more difficult fit into the WTA schedule and acquire. Additionally, because many of them make profit, fewer Tier 2 events tend to be for sale. In other words, Tier 2 slots do not open up very often. However, as conditions, rules and schedules change it is not impossible that a Tier 2 tournament can open up by 2007. Nevertheless, this is not something that should be counted on.

Financial Requirements

Derived from the “*Affordability Study*” it seemed like both Tier events could be affordable. However, having a general idea of the limited money that can be raised internally among the potential owners it is evident that a large part of the money needed to host the event will have to come from external revenue sources. Because of the large financial commitment needed to acquire a Tier2 event, a bank loan must be guaranteed in order for a Tier 2 event to be affordable. Although, this should be viewed as an investment since the money can be regained when the event is sold. A Tier 2 event makes the most financial sense considering that they tend to be more profitable. Although, few tier 3 events make profit, the fact that it is cheaper to both run and acquire implies that it seems feasible. By using appearance money to attract a few top players can result in enough interest among audience, sponsors and media, for the event to be profitable down the road. Nevertheless, if a Tier 3 event will be acquired it might make sense to upgrade the tournament to a Tier 2 in the subsequent years. Concluding the financial preference it can be assumed that although a Tier 2 event might be more profitable and a better investment both Tiers seem financially feasible to host. Additionally, it needs to be mentioned that few events do make profit the first two years which implies that the acquisition of either Tier should be viewed as an investment. The table below lists the support and preference of each practical issue regarding the Tier of the event.

Table 17: Tier Preferences

Issue	Support for a Tier 2	Support for a Tier 3	Preference
Venue	N	Y	Tier 3
Timing	Depends	Y	Tier 3
Finances	Y	Y	Tier 2

16.4 Tier Decision

All the issues that must be considered when determining the Tier of the event are presented above. What can be seen when looking at the desires of the stakeholders is that there is not a consensus as to which Tier would be the most preferable. The SvTF may prefer a Tier 3 event because of the slightly greater benefits to the sport of tennis while the sponsors, media, audience and Göteborg & Co all prefer a Tier 2 event. Göteborg & Co would prefer a Tier 2 because of the increased media exposure and the added benefits to the host city while the sponsors, media and audience all prefer a higher Tier event because it means that bigger name players will play in the tournament, which satisfies their needs and meets their objectives.

The Tier decision is further complicated by the fact that both the timing and venue preferences point in favor of a Tier 3 tournament. Unfortunately, these are issues, which cannot be ignored when analyzing the feasibility of a tournament. The research shows that when the finances, venue, and timing are all considered, the only option is a Tier 3 tournament. Although it makes the most financial sense to host a Tier 2 event, without an available time or venue to host the event, there is no chance of it being achievable. There is a minimal chance that a Tier 2 timing slot can open up that meets the timing preferences of the other stakeholders as of 2007, however, the chances of finding a suitable venue to host a Tier 2 event is smaller.

Because of the limitations regarding timing and venue the most realistic option for a WTA Tournament coming to Göteborg is a Tier 3 tournament. However, many of the stakeholders instead desire a Tier 2 tournament because of the higher quality players the event will attract and the increased value this will result in. It is important to realize that all the stakeholders preferring a Tier 2 do not know the differences between the tiers but they prefer it because of the better quality players the event will attract and the result this will indicate. However, since the quality of players is the key issue for these actors, it is still possible to get around this issue while hosting a Tier 3 event.

As previously mentioned in the “*Tier Classification Section*,” appearance fees exist on the tour as a way of attracting high ranked players who would not normally come to an event. If a few Top 20 players can be bought, the

needs of the stakeholders can indeed be met by hosting a Tier 3 event. In addition, a Tier 3 tournament will most likely meet the needs of the SvTF while also fitting into the schedule of the city regarding the timing and venue as well as being financially feasible.

Therefore, taken into consideration especially the limited venue capacity and the objectives of the Swedish tennis association, the decision regarding the Tier of the tournament is to acquire a Tier 3 tournament while paying appearance fees to acquire high ranked players. Doing this lets the SvTF give Swedish talents a chance to play in the tournament and develop their skills while also attracting higher ranked players who will satisfy the media, sponsors and audience. In addition, this solution is the most realistic when considering the timing and venue.

17 RECOMMENDATIONS

Acquire a Tier 3 tournament

17.1 Reasons

The Event can have many benefits: Göteborg and Swedish women's tennis is in a strong need for an event of high standard. The event can have many beneficial impacts on the tennis in the region and for women's tennis. It can boost the tennis careers of many national talents and serve as a motivator for many future tennis girls. The event can further improve the cooperation among the local clubs and enhance the attitudes for tennis in the region. The event can also be beneficial to the host city as, besides adding modest economic impacts, it can improve the lives of Göteborg residents and promote the city of Göteborg through the broadcasting exposure from the event.

The support of the stakeholders seem to exist: The chances of establishing a successful event are large. Given that the event fulfills the main requirements of each stakeholder, they all seemed very supportive of the event. Swedish media has realized that the market is screaming after new and fresh lights in women's sports but also for a strong national female tennis player. TV has decided to increase their coverage of women's sports in the future and more channels exist, which facilitates flexibility and a great likelihood of TV broadcasting the event. Sponsors seem to have realized the future potential of women's tennis and appear excited about being associated with a WTA event. It seems like the money needed to cover the production costs of the event can be raised by sponsorship revenue.

Göteborg has a very supportive tennis community: Volunteers and spectators expressed a desire to take part and attend the event. Additionally, Göteborg is an extremely supportive event city where all actors involved in events cooperate with each other.

The practical issues of venue and timing can be solved: There are venues in Göteborg which have the capacity to absorb a WTA event as of 2007. The event can be scheduled in a tennis facility such as Ullevi or GLTK, which can be restructured in a way which meets the WTA requirements. It is

possible to meet the timing issues while also meeting the requirements of the WTA Tour.

Future potential exist: The WTA Tour is the world's leading sport for women and growing. Audience rates, media and sponsors interest for the WTA tour events are increasing. The WTA Tour has the most well recognizable female athletes in the world. There is a lot of image to the sport. The events are thought of as new, trendy and fun.

Investment opportunities exist: The market prices for acquiring the WTA events have increased substantially over the last few years. Additionally, an increasing number of people are requesting to purchase the tournaments, which may mean that the market prices will go up even further in future years.

17.2 Practical Recommendations

Tier Recommendations: A Tier 3 tournament should be established with the compliment of "Appearance Money" in order to attract some famous players. This solution will account for the needs and requirements of each stakeholder and ensure the most beneficial outcomes in an initial year. The sponsors, media and audience needs will be fulfilled since they are heavily attracted by strong names of players. The SvTF and the local tennis community will be satisfied since local tennis players have the ability to participate in the event. A Tier 3 event meets the venue requirements, is financially feasible and it is easier to find an attractive timing for such Tier event.

However, after a couple of years, once the interest from the audience, media and sponsors has been build, a proper venue is available, a suitable week in the WTA calendar can be found and Swedish women's tennis is at a level where some players have the ability to participate, it will be wise to upgrade the tournament to a Tier2. Even though it requires an extra investment it may be worth while. This is because the Tier 2 events will guarantee quality players, ensure higher interest from the audience, sponsors and media. Tier 2 events will facilitate greater chances of generating profit and ensure success in the long run as Tier 3's will become comparatively weaker in future years.

A long term perspective must be taken: It takes time to build up the profitability, audience, media and sponsor interest for tennis events. Therefore, a long term perspective must be taken for the tournament to become successful. The chances of a WTA event generating profit in the first two years are small. It was not until the last fifteen years that the Stockholm Open started to make profit. Additionally, the low audience rates at the Nordic Light Open showed that it takes time to build a culture for watching women's tennis.

Acquiring the event should be viewed as an investment: The event should be viewed as an investment as the value of the sanction rights can increase over time. As the market prices for acquiring WTA events have increased substantially over the last few years chances are that if the future market prices follow the trends from the past, money can indeed be made on the investment when the event is eventually sold off.

Timing Recommendations: It is most realistic to establish the event first in 2007. This is because it is better from a city perspective and a broadcasting perspective having accounted for Göteborg's event schedule as well as the world wide event schedule. The event should be hosted either in February or September/October in order to gain approval of the WTA tour and maximum support from all stakeholders. Since a good week in the calendar is critical in order to attract quality best players, ensure interest from audience, media and sponsors it is important to be proactive in searching for available openings in the WTA calendar. Once available timing slots open up it is important to go aggressively after them because it does not happen very often, the competition is strong and the available dates may not always be the most attractive. Additionally, tournament prices have increased rapidly over the last years which reinforce the need to acquire the tournament as soon as possible. Ones having established the tournament it is important to constantly look for opportunities to buy and upgrade to a Tier2 tournament since the chances do not come along very often and since the future lies in the Tier2 events.

Venue Recommendations: The event should be hosted in a tennis facility such as Ullevi or GLTK. Ullevi might be more preferable for a Tier 3 event since it is an appropriate sized location and is close to shops, restaurants, hotels and transportation systems. Hosting the event in Ullevi will generate

an intimate atmosphere. The worst killer of an event is if the arena looks empty. The venue should meet the needs of various sponsors. Since the primary reason for sponsoring the event would be to entertain clients, the venue should facilitate hospitality and entertainment possibilities. Some companies such as car brands may require space for displaying or selling their products. Once the event grows bigger and the schedule of Scandinavium allows, the event can be moved.

Financial Recommendations: Sponsorship money will be the main revenue source and should cover the production costs of the event. It is extremely critical to find a strong title sponsor with a well known name and attractive image for other events to be associated with. The title sponsor is the difficult and the most critical one to identify. However, once identified, the chances are great that other sponsors will be following. The acquisition fee should be viewed as a yearly cost to pay off a bank loan.

Recommendations for Future Feasibility Studies: Thorough feasibility studies should be conducted prior to hosting events since this will ensure better outcomes and eliminate the risk of event failure. It is important to taken into consideration the importance of each stakeholder and to measure their support prior to the event. The failure to measure their support and account for the preferences and event requirements can result in a low audience and volunteer turnout, dissatisfied players and finally little interest from the media and sponsors. This can in the end result in the inability of achieving the main objectives of the event and reduce the possibilities for a sustainable event.

18 CONCLUSION

This aim of this report was to determine if hosting a WTA tournament is feasible for the city of Göteborg. The authors soon realized that performing a standard feasibility study could ignore the desires of some of the important stakeholders involved in the event and could lead to the possibility of making the wrong decision regarding its suitability. Since every event is unique the theories needed to be adapted so that they would be tailored to a tennis event. After thorough research the report could finally identify seven stakeholders whose support would be needed for a WTA Tournament to be feasible. These stakeholders were players, sponsors, media, audience, the Swedish Tennis Association, the local tennis community and Göteborg & Co. Successfully hosting an event would neither be desirable or suitable without the support of all of these stakeholders.

The fact that each stakeholder's needs and requirements for supporting the event were so interlinked and depending on each other complicated the thesis slightly. Each stakeholder was very influenced by the players the event attracts which in turn depended on the Timing and Tier of the event. Therefore, the Timing and Tier had to be determined last. Although this approach may have appeared confusing to the reader, this structure allowed the authors to make the best possible judgment on what Timing and Tier would be the most desirable and would meet the needs and considerations of each stakeholder.

After taking into consideration all the various needs and considerations of the stakeholders the Tier that was deemed most appropriate was a Tier 3 event. By acquiring a Tier 3 event and simultaneously pay appearance money in order to attract a few quality players to the event the objectives of each stakeholder could be met. A Tier 3 event also made sense when considering the practical issues. While the financial assessment determined that both Tiers were feasible, it is easier to find an available and attractive week for a Tier 3 tournament. In addition, no available venues in 2007 are large enough to host a Tier 2 tournament. The concluding remarks are that since a solution could be found for designing the event in such a way that it meet the needs and objectives of each stakeholder and the practical issues are all accounted for, a Tier 3 event is indeed feasible.

The basis for this decision is that Top 20 players can be attracted to a Tier 3 tournament using “appearance money”. However, the WTA is currently considering not allowing Top 20 players to play in Tier 3 tournaments, which is a threat to the proposal of acquiring a Tier 3 event. While this decision will likely not happen in the near future, the rules can change and conditions may result in Tier 3 tournaments being less desirable. Therefore this issue needs to be kept in consideration.

Another area that must be considered is that the support of sponsors may change in the future. 2007 may illustrate a completely different picture as the willingness of sponsors could change with the state of the economy. In addition, it is possible that competing events are established, which may prove more desirable to potential sponsors.

18.1 Academic Reflections

Few event organizers conduct thorough feasibility studies prior to hosting events, which have in many instances reflected poorly on the outcomes. The failure to account for the preferences and event requirements of each stakeholder group can result in lack of support from many important actors of the event. This lack of support can result in a low audience and volunteer turnout, dissatisfied players and little interest from the media and sponsors. This can in the end result in the inability of achieving the main objectives and reduce the possibilities for a sustainable event.

Understanding the goals of each stakeholder enabled the research to add new light into feasibility studies. Many studies have realized that certain stakeholders play an important role for the feasibility of events. However, previous studies have not emphasized the understanding of the desired outcomes and requirements of each stakeholder and have therefore failed to account for those when designing the event.

It is the authors’ belief that using the stakeholder approach has led to the most accurate recommendation for the feasibility of a WTA tournament in Göteborg. While the research focused on determining the feasibility of a tennis tournament, it is believed that this research method can be applied to other feasibility studies. This approach is believed to be optimal in this

specific study because the possibility of acquiring a tournament with two different Tiers was researched. Since the event had different characteristics it meant that only one of the Tiers would be the most desirable. Determining the correct Tier for the feasibility of the event was best done by using the stakeholder approach outlined in this study and taken into consideration the goals of each. Therefore, the authors believe that this approach can certainly be applied in the future to other cases when attempting to choose between events with different characteristics.

In order to measure the validity of this approach, it would be interesting if the event could actually take place so the authors' predictions can be measured against the facts and actual outcomes of the event. In addition, because the authors approach was limited to one specific case, it would be appealing to apply this model to other studies before assessing its validity to other events.

19 REFERENCES

Interviewees:

Tournament Directors

Barbara Perry, Advanta Championships, Philadelphia, USA, 7 October & 3 November 2004

Bruce Flory, Cincinnati, USA, 15 October & 22 November 2004

Christer Hult, Tournament Director, Synsam Swedish Open, 24 September 2004

Danielle Koster, SEAT Open, Luxembourg, 7 October 2004

David Serrahima, Open de Espana Madrid, Madrid, Spain, 14 October 2004

Eric Sarelli, Pilot Pen Open, New Haven, USA, 26 October 2004

Gus Sampras, JP Morgan Chase Open, Los Angeles, USA, 4 October 2004

Henner Zeigfeld, Sparkassen Cup, Leipzig, Germany, 21 October 2004

Jacques Herisset – Bell Challenge, Quebec City, Canada, 7 October 2004

Jesus Mendez Diaz, Copa Colsanitas, Bogota, Colombia, 14 October 2004

John Arrix, Bausch & Lomb Championships, Amelia Island, USA, 14 October 2004

John Feaver, Hastings Direct Int'l Championships, Eastbourne, England,

Mac Winker, Kroger St. Jude and the Cellular South Cup, Memphis, USA, 20 October 2004

Marcel Hunze, Ordina Open, S'Hertogenbosch, Netherlands, 6 October 2004

Marjory Howie, DFS Open, Birmingham, England, 4 October 2004

Michael Luevano, Polo Open Shanghai, Shanghai, China, 7 October 2004

Mikael Larsson, Nordic Light Open, Stockholm, Sweden, 28 September 2004

Per Hjertquist, Tournament Director, If...Stockholm Open, 24 October & 1 December 2004

Pierre Staller, Internationaux de Strausbourg, Strasbourg, France, 5 October 2004

Peter Michael Reichel, Generali Ladies. Linz, Austria, 3 November 2004

Sanji Arijawa, AIG Japan Open Tennis Championships, Tokyo, Japan, 5 October 2004

Sandra Reichel, Wien Energie Grand Prix, Vienna, Austria, 3 November 2004

Salah Tahlak, Dubai Duty Free Women's Open, Dubai, United Arab Emirates, 4 October 2004

Steve Simon, Pacific Life Open, Indian Wells, USA, 30 September 2004

Udo Cervellini, Porsche Grand Prix. Filderstadt, Germany, 29 October 2004

Sponsors

Anders Karlsson, Manager of Event Marketing & Brand Promotion, SAAB, 11 October 2004

Anders Lundberg, Ececutive Director, JM Bygg, 18 October 2004

Bengt Möller, Informations Director, Vasakronan, 24 October 2004

Björn Johnsson, Responsible for Sponsorship, Radison SAS, 25 October 2004

Hanna Johnsson, Sponsorship Responsible, Vodafone, 25 October 2004

Henrik Bilger, Responsible for Sponsorship, Santa Maria, 22 October 2004

Jan Dahlberg, Market Manager, IF Skadeförsäkring, 26 October 2004

Johan Bexell, Sponsorship Manager, Volvo Cars, 18 October 2004

Jonas Karlsson, Market Manager, BMW Group, 19 October 2004

Lars Erik Jansson, CEO, Castellum, 24 October 2004

Mikael Wallden, CEO, Europa Möbler, 18 October 2004

Mikael Bergentoft, Sponsorship Responsible, Siemens, 26 October 2004

Peter Storkenfeldt, Responsible for Sponsorship, Elite Hotels, 28 October 2004

Philip Gamström, Sponsorship Responsible, Eurocard, 25 October 2004

Tobias Klevemar, Sponsorship Manager, Sony Ericsson, 25 October 2004

Thomas Belfrag, Responsible for Sponsorship, Earnst & Young, 19 October 2004

Thomas Jacobsson, Market Manager, Bilia, 2 November 2004

Thomas Dahl, Vice President, Wallenstam, 25 October 2004

Yvonne Mattsson, Sponsorship Responsible, Nordea, 24 October 2004

Sponsorship Responsible, Oriflame, 29 October 2004

Media

Jonas Persson, Professional Sales Agent, IEC, 19 October 2004

Maria Strandlund, Expert Commentator, Eurosport, 21 October 2004

Mats Persson, Former Sports Director, TV4, 11 October 2004

Mattias Karlsson, Sports Director, Expressen, 22 October 2004

Ninna Engberg, Manager of Sponsoring, SVT, 22 October, 2004

Peter Pettersson Kymmer, Vice Director of Sports, GP, 21 October 2004

Rolf Possborn, SVT, 11 October 2004

Ronny Olovsson, Sports Director, Aftonbladet, 21 October 2004

Stefan Gadd, Media Responsible, Göteborg & Co, 8 October 2004

Tore Lund, Sports Director, Göteborgs Tidningen, 22 October 2004

WTA Inc.

Ann Hartman, TV and Media Responsible, 22 October 2004

Amy Bender, Communications Director, 14 October 2004

Björn Alvé, Director, WTA Europe, 6 October 2004

Joan Penello, Managing Director, 27 October 2004

Ron McQuite, Vice President Finance, 7 December, 2004

Swedish Tennis Association & Associated Clubs

Anders Heimklo, Stockholms Tennisförbund, 21 October 2004

Christer Alemo, Skåne Tennisförbund, 11 October 2004

Henrik Ekersund, Sports Director, Ullevi Tennis Klubb, Weekly Meetings

Jan Arvidsson, Hallands Tennisförbund, 11 October 2004

Jan Carlzon, Chairman, SvTF, 24 October 2004

Lena Dahlkild Berggren, Director of Information, SvTF, 24 September 2004

Lennart Dahlman, Västergötlands Tennis Förbund, 11 October 2004

Martin Stigh, Manager of Operations, Göteborg Tennis Association, 7
October & 29
November 2004

Mikael Brobeck, Club Director Kungliga Tennishallen, 22 October 2004

Morten Gierlöff, Information Director, If... Stockholm Open 24 October 2004

Tony Wiréhn, Manager of Operations, SvTF, 27 September 2004

Tryggve Svensson, Chairman, Göteborg Lawn Tennis Club, 6 December 2004

Other

Anders Albertsson, Sports Venue Manager, Skandinavium, 11 October 2004

Anders Wennberg, Head Swedish Official, Tennis Europe & ITF, 23 September, 2004

Beth Engblom, Event Organizer, Skandinavian Masters, 22 October 2004

Lennart Olausson, Business Industry Manager, Business Region West, 8 November 2004

Ossian Stjärnstrand, TURI, 11 October 2004

Therese Brusberg & Leif Nilsson, Göteborg & Co, 20 September & 18 October 2004

Books/Articles:

Alven, Björn (2004) Svensken som stry över damerna. *Tidningen Tennis*. Issue 4, 52.

Andersson, Tommy (2004) *Resource dependency, costs and revenues of a street festival*. Unpublished Study. Göteborg University.

Arnesen, Jonas (2002) SVT sviker publiken. *Tidningen Tennis*. Issue 1, 6.

Bowdin, McDonnell, *et al.* (2002) *Event Management*. Burlington, MA, Butterwoth Heinmann.

Cederlund, Patrik (2004). Från kris till succé. *Tidningen Tennis*. Issue 4, 38.

Gunnarsson, Jan (2002) TV är nyckeln till framgång. *Tidningen Tennis*. Issue 5, 96.

Cleland, David and Ireland, Lewis. (2002) *Project Management: Strategic Design & Implementation*. 4th edition. McGraw Hill Company.

Daniels, Backman, *et al.* (2004) Supplementing event economic impact results with perspectives from host community business and opinion leaders. *Event Management*, Vol. 8, 117-125.

Freeman, R.E. (1984) *Strategic Management: A Stakeholder Approach*. Boston: Pitman Publishing. Cited in: Handout from Tommy Andersson.

Froman, J. (1999) Stakeholder Influence Strategies. *Academy of Management Review*, Vol. 24 (2), 191-205. Cited in: Handout Tommy Andersson.

Getz, Donald (1997) *Event Management & Event Tourism*. New York, Cognizant Corporation.

Getz 1, Donald. (2004) Handout from lecture #4 from Tommy Andersson. pg. 1

Getz 2, Donald. (2004) Handout from lecture #2 from Tommy Andersson. pg. 2

Göteborg & Co, Company Brochure

Graham, Goldblatt, *et al.* (2001) *The Ultimate Guide to Sports Marketing*. New York, McGraw-Hill.

Johansson, Thomas (2003) Ni krånglar till våra liv. *EMA Event Magazine*. Issue 5, 24-27

Hellgren, Bo and Stjernberg, Torbjörn. (1995) Design and implementation in major investments – a project network approach. *Scandinavian Journal of Management*, Vol. 11 (4), 377-394.

Larsson, Mia and Wikström, Ewa. (2001) Organizing Events: Managing conflict and consensus in a political market square. *Project Management*, 7, 51-65.

Låftman, Mats (2004) Sponsorerna står i kö till svenska turneringar. *Tidningen Tennis*. Issue 1, 66.

Neirotti, Lisa (2001) *Economic Impact Analysis: The Indian Wells Tennis Masters Series. Summary of Economic Impact on the Coachella Valley Region*. Unpublished study. George Washington University.

Price, Alan (2004) *Human Resource Management in a Business Context*. 2nd edition. Thompson Learning.

Stockholm Open, Audience demographic information

Wilander, Mats (2002) Aftonbladet är inte bara skit. *Tidningen Tennis*. Issue 4, 52

WTA Tour Inc, Attendance Figures

WTA Tour Inc, Registered players by country brochure

WTA Tour Inc, Sponsor Brochure

WTA Tour Inc, WTA tour spectator demographics brochure

Electronic Sources:

www.federalreserve.gov/releases/H10/20010319

www.wtatour.com

WTA Rule Book (2004) www.wtatour.com/thewtatour/officialrules/rules.pdf

20 APPENDICES

Appendix 1: Strength of draw in February versus September/October

This shows the strength of the draw every indoor tournament played at the Tier 2 and Tier 3 level from the last two years. The results are displayed in the graphs below

2003 Tier 2's:

Date	Tournament	Top 10 Players	Top 20 Players
Feb 9 th	Open de Gaz de France	4	8
Feb 16 th	Proximus Diamond Games	5	8
Oct 4 th	Porsche Grand Prix	9	15
Oct 25 th	Generali Ladies Linz	2	9
Nov 1 st	Advanta Championships	4	6

2004 Tier 2's:

Date	Tournament	Top 10 Players	Top 20 Players
Feb 9 th	Open de Gaz de France	2	7
Feb 16 th	Proximus Diamond Games	5	7
Oct 4 th	Porsche Grand Prix	9	17
Oct 25 th	Generali Ladies Linz	3	8
Nov 1 st	Advanta Championships (in 1 week)	5	8

Avg. Top 10 Players in February (both 2003 and 2004 data included): 4

Avg. Top 10 Players in October/November (both 2003 and 2004 data included) (excluding Advanta in 2004): 5.4

Avg. Top 20 Players in February (both 2003 and 2004 data included) : 7.5

Avg. Top 20 Players in October/November (both 2003 and 2004 data included) (excluding Advanta in 04): 10.5

2003 Tier 3's

Date	Tournament	Top 10 Players	Top 20 Players
Feb 16 th	Kroger St. Jude & Cellular	0	2
Sep 27 th	Gaz de France	Was not established	Was not established
Oct 25 th	SEAT Open	2	2
Nov 1 st	Bell Challenge	0	0

2004 Tier 3's

Date	Tournament	Top 10 Players	Top 20 Players
Feb 16 th	Kroger St. Jude & Cellular	0	1
Sep 27 th	Gaz de France	2	5
Oct 25 th	SEAT Open	0	2
Nov 1 st	Bell Challenge	0	0

Avg. Top 10 Players in February (both 2003 and 2004 data included): 0

Avg. Top 10 Players in September/October/November (both 2003 and 2004 data included) (excluding Advanta in 2004): 0.8

Avg. Top 20 Players in February (both 2003 and 2004 data included): 1.5

Avg. Top 20 Players in September/October/November (both 2003 and 2004 data included) (excluding Advanta in 04): 1.8

Source: Previous WTA tournament results and rankings

Appendix 2: Strength of Draw – Tier 2 versus Tier 3

Tier 2

- Number of Top 10 players on average: 4.7
- Number of Top 20 players on average: 9

Tier 3

- Number of Top 10 players on average: 0.7
- Number of Top 20 players on average: 1.7

Source: Derived from Appendix 1

Appendix 3: Impacts on Tennis

Tier 2's Tournament	Impact (Scale 1-4) 4 = Highest	Motivation
Dubai	1	The tournament director of Dubai indicated that the event had not had much of an impact on the tennis in the UAE because it is an Islamic country and women do not play sport as a normal thing.
Linz	2	The tournament director in Linz did not feel that girls will start playing tennis because of their tournament because tennis is not very popular among the youths of Linz. However, the tournament has enabled women players from Austria to get WTA Tour points.
Hastings	3	The event in Hastings has had a big influence on the tennis in the region although it is hard to measure in figures and facts. It has however generated more junior programs and greater participation in tennis.
Sparkassen, Germany	4	The tournament in Sparkassen had noted a favourable impact. However, there are a number of tournaments in the areas so they could not take all the credit. The number of club members in Germany has gone way up to a high of two million at the present time. So even if there are not many top players, it has really increased the participation in the country. East Germany especially has experienced a big jump. They had almost no club members in the region when the tournament started and now they have many.

Philadelphia	N/A	The tournament director in Philadelphia indicated that their reason for running the event was to make money and not necessarily to improve women's tennis. She said it has had some impacts but could not say how much.
LA & Stanford	3	Gus Sampras spoke for two tier 2 tournaments. He stated that the overall tennis participation has increased substantially in the region and in the nearby clubs, but women's tennis has not necessarily had that much of an impact. Tennis has definitely increased among people who play irregularly. They have had successful promotion campaigns targeted to people who do not traditionally play tennis. Marketing the event using fashion and entertainment as stimulators has absolutely helped.
Shanghai	4	The tournament in Shanghai has had a very strong impact on the state of women's tennis in the country. "You need to do this" if you want tennis to become popular. In the last Olympics the Chinese women's doubles team won the gold. For the past four years they needed wild cards to get into the tournament. This is what boosted their careers and gave them experience they needed at the top level and it also gave them WTA tour points which are needed. This is a concrete example of the impacts a WTA event can have on a countries tennis development.

Tier 3's Tournament	Impact (Scale 1-4) 4 = Highest	Motivation
Strasbourg	3	The tournament has strongly contributed to improving local tennis. All the local club players come to the event. It is the biggest sports event in the city and this obviously has an impact on people's attitudes towards tennis.
Luxembourg	4	In the beginning there were no pro-tennis player in Luxembourg. Now there are two girls who have WTA rankings; (A.Kremer/Cl.Schaul)
Vienna	2	The Tournament in Vienna has helped to promote women's tennis as a whole, but not individual young players.
Quebec City	4	Has noticed a large improvement resulting from its tournament. However as the tournament director stated, "If we cancelled the tournament then we would likely see the real difference after a few years." Everyone in the club gets involved as a ball boy or line judge so it really helps keep the interest up towards tennis.
Japan	4	It has definitely had a big impact. Many Japanese players have got their start playing in the tournament as wild cards and ended up winning the event. This gave them experience, confidence and also WTA points they needed to help their careers. Now many of them are doing a good job on the WTA tour (ex. Kazuko Sawamatsu).

Colombia	4	The women's tennis has advanced since our tournaments, the tennis courses and girls that play tennis have increased. People like more tennis and they want to be as some of our players. The girls that we have are a very good image of our country and very admired here.
Cincinnati	3	The event will definitely help women's tennis but not as much as a good consistent tennis program.

Appendix 4: Junior members and girls in Göteborg

Place	Population	Juniors (members under 18)	Juniors/ Members	Girls (under 18)
Sverige	8,992,217	---	---	---
Västsverige	1,804,374	12,337	52.5%	4,175
Halland	283,235	1,882	44%	677
Västergötland	908,695	3,676	44%	1,247
Bohus/Dal	935,454	547	26.8%	2,058
Göteborg	479,313	6,232	64%	1,955

Appendix 5: Survey of tennis participants

1	Which age group do you belong in?	# Responding	%
	13 or younger	14	0.14
	14 - 18	20	0.20
	19 - 29	6	0.06
	30 - 45	20	0.20
	46 - 60	27	0.26
	60 or higher	15	0.15
		102	
2	Where do you live? (car distance)		
	In the Gothenburg region	32	0.33
	30-90 minutes from Gothenburg	61	0.62
	1.5 - 3 hrs from Gothenburg	4	0.04
	3-6 hrs from Gothenburg	0	0.00
	6 hours or more from Gothenburg	1	0.01
	Outside of the country	0	0.00
		98	
3	Sex		
	Male	58	0.57

	Female	44	0.43
		102	
4	Do you know what the WTA is?		
	Yes	85	0.89
	No	5	0.05
	Have heard about it but am not sure	6	0.06
		96	
5	Which category best explains your tennis interest?		
	Play tennis	82	0.82
	Interested in tennis but don't play	11	0.11
	Interested in sport but don't play tennis	7	0.07
	Not especially interested in either tennis or other sports	0	0.00
		100	
6	If a WTA event comes to Gothenburg in September or October (ticket price of 120 sek) would you go?		
	Definitely	23	0.23
	Probably	31	0.30
	Maybe	34	0.33
	Do not think so	13	0.13
	No, lack of interest	1	0.01
	No, too expensive	0	0.00
		102	
7	If a WTA event comes to Gothenburg in February (ticket price of 120 sek) would you go?		
	Definitely	23	0.23
	Probably	33	0.32
	Maybe	33	0.32
	Do not think so	13	0.13
	No, lack of interest	0	0.00
	No, too expensive	0	0.00
		102	
8	What would be your main reason to be at the event?		
	Watch tennis	88	0.86
	To socialize	5	0.05
	Good business opportunities	0	0.00
	The status/image of the event	0	0.00
	To see famous players	5	0.05
	Look at the girls	4	0.04
		102	
9	How good must the players be that you would come to the event? (WTA Tour ranking)		
	Must be top 10	14	0.14
	Must be top 20	40	0.40
	I would come as long as there are players in the top 200	35	0.35
	I would come no matter what the ranking of the players is	12	0.12

		99	
10	How good must the players be that you would watch the event on TV? (WTA Tour ranking)		
	Must be top 10	14	0.14
	Must be top 20	46	0.46
	I would come as long as there are players in the top 200	27	0.27
	I would come no matter what the ranking of the players is	14	0.14
		101	
11	How important is it that swedish players play in the event for you to come?		
	Very important, would likely not come without any swedish talents	19	0.19
	Important, but would attend anyways	57	0.58
	It does not matter what the nationality of the players is	23	0.23
		99	
12	Who would you go to the event with?		
	Would go alone	9	0.09
	With coworkers	5	0.05
	With friends	48	0.48
	With family	39	0.39
		101	
13	How many days would you attend the event?		
	One day	42	0.43
	Two days	42	0.43
	Three to seven days	11	0.11
	Seven days or more	5	0.05
		98	
14	Which days would you attend the event?		
	Only the final	24	0.24
	Some day under the main tournament but not the finals	53	0.54
	All the days during the main tournament	14	0.14
	All the days during the main tournament as some in qualifying	4	0.04
	All the days (both the qualifying and the main tournament)	3	0.03
		98	
15	Where would you be staying during the event?		
	Home	90	0.89
	With friends/coworkers	3	0.03
	At a hotel or a similar place	8	0.08
		101	
16	How would you travel to the tournament?		
	Car	85	0.84
	Bike	3	0.03
	Tram	3	0.03
	Train	9	0.09
	Plane	1	0.01
		101	

17	How much money would you spend a month on shopping (sek)?		
	1000 sek or less	68	0.69
	1100-3000 sek	25	0.25
	3100-6000 sek	2	0.02
	6000-10,000 sek	2	0.02
	10,000 sek or more	2	0.02
		99	
18	How much money do you spend in a month on dining out?		
	1000 sek or less	83	0.82
	1100-3000 sek	15	0.15
	3100-6000 sek	1	0.01
	6000-10,000 sek	2	0.02
	10,000 sek or more	0	0.00
		101	
19	How much money do you spend a month on traveling?		
	1000 sek or less	64	0.64
	1100-3000 sek	29	0.29
	3100-6000 sek	5	0.05
	6000-10,000 sek	2	0.02
	10,000 sek or more	0	
		100	
20	What is your income (SEK per month)		
	10,000 or less	34	0.34
	11,000 - 19,000	16	0.16
	19,000 - 25,000	22	0.22
	25,000 - 40,000	24	0.24
	41,000 - 60,000	1	0.01
	60,000 or more	2	0.02
		99	
21	What is your job?		
	Student	26	0.26
	Retiree	9	0.09
	Other	65	0.65
		100	
22	If you play tennis how often do you play?		
	Irregularly	17	0.17
	Regularly	38	0.38
	At a serie level/half serious level	12	0.12
	Elite level	17	0.17
	Want to be a professional player	8	0.08
	Do not play regularly	8	0.08
		100	
23	Which club do you belong to?		
	Belong	91	0.92

	Do not belong	8	0.08
		99	
24	Do you often volunteer at tennis events or other sporting events?		
	Yes	66	0.66
	No	34	0.34
		100	
25	Can you imagine being a volunteer at such an event?		
	Yes	46	0.46
	No	21	0.21
	Maybe	33	0.33
		100	

Appendix 6: Survey from Stockholm Open spectators

	Question	# Responding	%
1	Which age group do you belong in?		
	13 or younger	3	0.03
	14 - 18	23	0.27
	19 - 29	18	0.21
	30 - 45	17	0.20
	46 - 60	18	0.21
	60 or higher	7	0.08
		86	
2	Where do you live? (car distance)		
	In the Gothenburg region	2	0.02
	30-90 minutes from Gothenburg	0	0.00
	1.5 - 3 hrs from Gothenburg	3	0.04
	3-6 hrs from Gothenburg	57	0.68
	6 hours or more from Gothenburg	20	0.24
	Outside of the country	2	0.02
		84	
3	Sex		
	Male	47	0.55
	Female	39	0.45
		86	
4	Do you know what the WTA is?		
	Yes	63	0.73
	No	12	0.14
	Have heard about it but am not sure	11	0.13
		86	
5	Which category best explains your tennis interest?		
	Play tennis	53	0.62

	Interested in tennis but don't play	12	0.71
	Interested in sport but don't play tennis	17	0.20
	Not especially interested in either tennis or other sports	4	0.05
		86	
6	If a WTA event comes to Gothenburg in September or October (ticket price of 120 sek) would you go?		
	Definitely	5	0.06
	Probably	6	0.07
	Maybe	22	0.26
	Do not think so	40	0.47
	No, lack of interest	8	0.09
	No, too expensive	5	0.06
		86	
7	If a WTA event comes to Gothenburg in February (ticket price of 120 sek) would you go?		
	Definitely	4	0.05
	Probably	4	0.05
	Maybe	33	0.40
	Do not think so	28	0.34
	No, lack of interest	10	0.12
	No, too expensive	4	0.05
		83	
8	What would be your main reason to be at the event?		
	Watch tennis	65	0.80
	To socialize	7	0.09
	Good business opportunities	1	0.01
	The status/image of the event	2	0.02
	To see famous players	5	0.06
	Other	1	0.01
		81	
9	How good must the players be that you would come to the event? (WTA Tour ranking)		
	Must be top 10	23	0.27
	Must be top 20	32	0.38
	I would come as long as there are players in the top 200	13	0.15
	I would come no matter what the ranking of the players is	17	0.20
		85	
10	How good must the players be that you would watch the event on TV? (WTA Tour ranking)		
	Must be top 10	28	0.35
	Must be top 20	28	0.35
	I would come as long as there are players in the top 200	8	0.10
	I would come no matter what the ranking of the players is	17	0.21
		81	
11	How important is it that swedish players play in the event for you to come?		

	Very very important, would likely not come without any swedish talents	24	0.29
	Important, but would attend anyways	43	0.52
	It does not matter what the nationality of the players is	15	0.18
		82	
12	Who would you go to the event with?		
	Would go alone	2	0.02
	With coworkers	5	0.06
	With friends	47	0.57
	With family	28	0.34
		82	
13	How many days would you attend the event?		
	One day	28	0.36
	Two days	35	0.45
	Three to seven days	9	0.12
	Seven days or more	6	0.08
		78	
14	Which days would you attend the event?		
	Only the final	10	0.13
	The finals and some day under the main tournament	39	0.49
	Some day under the main tournament but not the finals	21	0.27
	All the days during the main tournament	4	0.05
	All the days during the main tournament as some in the qualifying stages	1	0.01
	All the days (both the qualifying and the main tournament)	4	0.05
		79	
15	Where would you be staying during the event?		
	Home	10	0.12
	With friends/coworkers	20	0.24
	At a hotel or a similar place	52	0.63
		82	
16	How would you travel to the tournament?		
	Car	50	0.60
	Bike	1	0.01
	Tram	0	
	Train	16	0.19
	Plane	16	0.19
		83	
17	How much money would you spend a month on shopping (sek)?		
	1000 sek or less	46	0.55
	1100-3000 sek	24	0.29
	3100-6000 sek	6	0.07
	6000-10,000 sek	4	0.05
	10,000 sek or more	4	0.05
		84	
18	How much money do you spend in a month on dining out?		

	1000 sek or less	60	0.70
	1100-3000 sek	18	0.21
	3100-6000 sek	6	0.07
	6000-10,000 sek	1	0.01
	10,000 sek or more	1	0.01
		86	
19	How much money do you spend a month on traveling?		
	1000 sek or less	56	0.68
	1100-3000 sek	18	0.22
	3100-6000 sek	5	0.06
	6000-10,000 sek	3	0.04
	10,000 sek or more	0	0.00
		82	
20	What is your income (SEK per month)		
	10,000 or less	34	0.40
	11,000 - 19,000	13	0.15
	19,000 - 25,000	10	0.12
	25,000 - 40,000	20	0.24
	41,000 - 60,000	4	0.05
	60,000 or more	4	0.05
		85	
21	What is your job?		
	Student	35	0.43
	Retiree	3	0.04
	Other	44	0.54
		82	
22	If you play tennis how often do you play?		
	Irregularly	32	0.39
	Regularly	18	0.22
	At a serie level/half serious level	14	0.17
	Elite level	5	0.06
	Want to be a professional player	4	0.05
	Do not play regularly	10	0.12
		83	
23	Which club do you belong to?		0.41
	Do not belong to a club	34	0.59
	Belong	49	0.59
		83	
24	Do you often volunteer at tennis events or other sporting events?		
	Yes	27	0.34
	No	53	0.66
		80	
25	Can you imagine being a volunteer at such an event?		
	Yes	32	0.40

	No	32	0.40
	Maybe	16	0.20
		80	
26	How much have you spent in the last 24 hours at the Stockholm Open on traveling expenses (in SEK)?		
	100 or less	44	0.56
	110 - 300	20	0.25
	310 - 500	8	0.10
	510 - 800	3	0.04
	810 - 1500	2	0.03
	1600 - 3000	1	0.01
	more than 3000	1	0.01
		79	
27	How much have you spent in the last 24 hours at the Stockholm Open on shopping (in SEK)?		
	300 or less	68	0.85
	310 - 500	2	0.03
	510 - 1000	6	0.08
	1100 - 1500	2	0.03
	1600 - 3000	0	0.00
	more than 3000	2	0.03
		80	
28	How much have you spent in the last 24 hours at the Stockholm Open on food (in SEK)?		
	100 or less	56	0.70
	110 - 300	18	0.23
	310 - 600	3	0.04
	610 - 1000	2	0.03
	more than 1000	1	0.01
		80	

Appendix 7: Survey results of fans likely to attend

	Question	# Responding	%
1	Which age group do you belong in?		
	13 or younger	3	0.14
	14 - 18	2	0.10
	19 - 29	2	0.10
	30 - 45	6	0.29
	46 - 60	6	0.29
	60 or higher	2	0.10
		21	
2	Where do you live? (car distance)		
	In the Gothenburg region	10	0.48

	30-90 minutes from Gothenburg	10	0.48
	1.5 - 3 hrs from Gothenburg	1	0.05
	3-6 hrs from Gothenburg	0	0.00
	6 hours or more from Gothenburg	0	0.00
	Outside of the country	0	0.00
3	Sex		
	Male	11	0.52
	Female	10	0.48
4	Do you know what the WTA is?		
	Yes	21	1.00
	No	0	0.00
	Have heard about it but am not sure	0	0.00
5	Which category best explains your tennis interest?		
	Play tennis	15	0.71
	Interested in tennis but don't play	4	0.19
	Interested in sport but don't play tennis	2	0.10
	Not especially interested in either tennis or other sports	0	0.00
6	If a WTA event comes to Gothenburg in September or October (ticket price of 120 sek) would you go?		
	Definitely	21	1.00
	Probably	0	0.00
	Maybe	0	0.00
	Do not think so	0	0.00
	No, lack of interest	0	0.00
	No, too expensive	0	0.00
7	If a WTA event comes to Gothenburg in February (ticket price of 120 sek) would you go?		
	Definitely	20	0.95
	Probably	1	0.05
	Maybe	0	0.00
	Do not think so	0	0.00
	No, lack of interest	0	0.00
	No, too expensive	0	0.00
8	What would be your main reason to be at the event?		
	Watch tennis	17	0.81
	To socialize	2	0.10
	Good business opportunities	0	0.00

	The status/image of the event	0	0.00
	To see famous players	1	0.05
	Look at the girls	1	0.05
	How good must the players be that you would come to the event? (WTA Tour ranking)		
9	Must be top 10	2	0.10
	Must be top 20	4	0.19
	I would come as long as there are players in the top 200	10	0.48
	I would come no matter what the ranking of the players is	5	0.24
10	How good must the players be that you would watch the event on TV? (WTA Tour ranking)		
	Must be top 10	2	0.10
	Must be top 20	6	0.29
	I would come as long as there are players in the top 200	7	0.33
	I would come no matter what the ranking of the players is	6	0.29
	How important is it that swedish players play in the event for you to come?		
11	Very important, would likely not come without any swedish talents	1	0.05
	Important, but would attend anyways	13	0.62
	It does not matter what the nationality of the players is	7	0.33
12	Who would you go to the event with?		
	Would go alone	2	0.10
	With coworkers	1	0.05
	With friends	8	0.38
	With family	10	0.48
13	How many days would you attend the event?		
	One day	3	0.14
	Two days	8	0.38
	Three to seven days	8	0.38
	Seven days or more	2	0.10
14	Which days would you attend the event?		
	Only the final	3	0.14
	Some day under the main tournament but not the finals	7	0.33
	All the days during the main tournament	8	0.38
	All the days during the main tournament as some in the qualifying stages	1	0.05
	All the days (both the qualifying and the main tournament)	2	0.10

15	Where would you be staying during the event?		
	Home	19	0.90
	With friends/coworkers	1	0.05
	At a hotel or a similar place	1	0.05
16	How would you travel to the tournament?		
	Car	15	0.71
	Bike	1	0.05
	Tram	2	0.10
	Train	2	0.10
	Plane	1	0.05
17	How much money would you spend a month on shopping (sek)?		
	1000 sek or less	16	0.76
	1100-3000 sek	3	0.14
	3100-6000 sek	1	0.05
	6000-10,000 sek	1	0.05
	10,000 sek or more	0	0.00
18	How much money do you spend in a month on dining out?		
	1000 sek or less	16	0.76
	1100-3000 sek	4	0.19
	3100-6000 sek	0	0.00
	6000-10,000 sek	1	0.05
	10,000 sek or more	0	0.00
19	How much money do you spend a month on traveling?		
	1000 sek or less	11	0.52
	1100-3000 sek	7	0.33
	3100-6000 sek	1	0.05
	6000-10,000 sek	1	0.05
	10,000 sek or more	1	0.05
20	What is your income (SEK per month)		
	10,000 or less	5	0.24
	11,000 - 19,000	5	0.24
	19,000 - 25,000	5	0.24
	25,000 - 40,000	4	0.19
	41,000 - 60,000	1	0.05
	60,000 or more	1	0.05
21	What is your job?		
	Student	5	0.24
	Retiree	2	0.10

	Other	14	0.67
22	If you play tennis how often do you play?		
	Do not regularly play	1	0.05
	Irregularly	8	0.38
	Regularly	4	0.19
	At a serie level/half serious level	2	0.10
	Elite level	3	0.14
	Want to be a professional player	3	0.14
23	Which club do you belong to?		
	Varberg	6	0.29
	Ullevi	6	0.29
	Others	6	0.29
	Do not belong	2	0.10
24	Do you often volunteer at tennis events or other sporting events?		
	Yes	15	0.71
	No	6	0.29
25	Can you imagine being a volunteer at such an event?		
	Yes	14	0.67
	No	3	0.14
	Maybe	4	0.19

Appendix 8: Registered players by European country

Nation	Population	Players registered at a club including licensed players			Total Registered	Non-registered	Total Players
		Men	Women	Juniors			
Albania	3,000,000	75	18	57	148		
Andorra	60,000	175	86	222	483		
Armenia	3,000,000	26	11	152	189		
Austria	8,000,000	146,264	(men and women)	52,037	198,301	600,000	798,301
Azerbaijan	8,138,000	120	30	150	300		
Belarus	10,200,000	120	70	850	1,040		
Belgium	10,000,000	85,000	45,000	57,000	187,000	60,000	247,000
Bosnia-Herzegovina	2,950,000	150	80	1,200	1,430	100	1,530
Bulgaria	8,000,000	140	90	1,100	1,330	22,000	23,330
Croatia	4,855,000	520	135	2,450	3,105		
Cyprus	700,000	3,100	750	1,800	5,650		
Czech Republic	10,309,000	34,383	8,930	1,200	44,513	417,010	461,523
Denmark	5,300,000	968	430	1,235	2,633	77,500	80,133
Estonia	1,450,000	2,500	500	2,000	5,000	1,000	6,000
Finland	5,100,000	8,391	2,836	5,667	16,914	100,000	116,914
France	58,481,000	663,966	346,636	482,057	1,492,659	1,443,141	2,935,800
Georgia	5,300,000	350	270	1,000	1,620		
Germany	82,012,200	953,727	651,410	488,844	2,093,981	1,067,448	3,161,429
Great Britain	54,678,000	48,760	33,512	34,316	116,588	4,321,126	4,437,714
Greece	11,000,000	7,500	4,500	40,000	52,000		
Hungary	10,000,000	5,400	4,000	8,000	17,400	100,000	117,400
Iceland	275,000	800	600	400	1,800	2,000	3,800
Italy	57,745,000	52,885	12,031	17,959	82,875	3,029,308	3,112,183
Israel	6,000,000	1,000	500	3,500	5,000		
Ireland	5,000,000	20,000	20,000	10,000	50,000	70,000	120,000
Latvia	2,500,000	340	135	1,940	2,415	6,000	8,415
Liechtenstein	32,000	320	240	180	740	1,800	2,540
Lithuania	3,700,000	500	200	400	1,100	600	1,700
Luxembourg	435,000	2,500	1,500	2,000	6,000	11,000	17,000
Macedonia	2,000,000	200	80	350	630	1,500	2,130
Malta	360,000	760	304	290	1,354		
Moldova	4,315,000	12	10	26	48		
Monaco	33,000	1,200	800	300	2,300	200	2,500
Netherlands	15,556,000	299,370	287,630	140,000	727,000	525,723	1,252,723
Norway	4,200,000	8,500	4,200	5,200	17,900	5,000	22,900
Poland	40,000,000	1,000	500	14,000	15,500	150,000	165,500
Portugal	10,000,000	3,053	397	5,944	9,394	120,000	129,394
Russia	150,000,000	1,800	950	3,600	6,350		
Romania	23,000,000	6,200	6,000	11,200	23,400	25,000	48,400
San Marino	26,000	250	100	150	500	300	800
Slovenia	2,100,000	2,200	1,400	2,900	6,500	14,000	20,500
Slovak Republic	5,250,000	2,300	950	3,900	7,150	15,000	22,150
Spain	39,270,000	57,481	24,703	40,607	122,791	1,747,533	1,870,324
Sweden	8,800,000	75,000	35,000	(included)	110,000	540,198	650,198
Switzerland	7,000,000	100,725	43,168	45,938	189,831	300,000	489,831
Turkey	65,000,000	4,000	3,500	3,000	10,500	5,000	15,500
Ukraine	50,000,000	180	110	1,300	1,590	60,000	61,590
Yugoslavia	11,000,000	2,000	1,200	2,000	5,200	4,000	9,200
Total	816,130,200	2,606,211	1,545,500	1,498,441	5,650,152	14,843,487	20,416,352

Please take note that the column "non-licensed" players is not complete but in total the ETA is estimating 25'000'000 players in Europe (including licensed & non-licensed players).

 Countries that only indicated number of licensed players and not total registered players.
 Figures taken from ITF "Tennis Beyond 2000" and not from ETA Member Nations enquiry results

Source:

WTA

Handout

Appendix 9: WTA Tour Spectator Demographics

GENDER	
Male	49%
Female	51%
INCOME	
Average	\$77,000
Over \$100,000	42%
MARITAL STATUS	
Single	23%
Married	62%
Divorced/Separated/Widowed	15%
EDUCATION	
College Degree	49%
Graduate Degree	21%
FEMALE	
17-20	11%
21-25	17%
26-35	26%
36-45	31%
45+	15%
MALE	
17-20	8%
21-25	15%
26-35	26%
36-45	36%
45+	15%
EMPLOYMENT	
Professional	33%
Managerial	27%
Sales	14%
Clerical	8%
Hourly	7%
Other	11%
LIFESTYLES	
Read Daily Newspaper	83%
Dine in Upscale Restaurants (4x per month - \$30/person)	67%
Exercise Regularly	73%
PURCHASE BEHAVIOR	
Use Credit Cards for Purchases	42%

Source: WTA Handout

Appendix 10: Calculations from determining Västsverige tennis participants

Region	Population	Tennis Players/ Inhabitant	Tennis players*
Halland	283,235	7.6%	17,917
Västra Götaland (1)	1,521,139	2.7%	100,670
Minus Göteborg	479,313	12.2%	48,580
Västsverige (2) not including Göteborg	1,323,255	6.3%	70,007

*Taken from interviews with Lennart Dahlman, Jan Arvidsson, Christer Alemo, Anders Heimklo & Martin Stigh while assuming that for every one tennis club member in each region, four other tennis players exist.

(1) Västra Götaland consists of Bohuslän/Väster Götland/Dalsland/Göteborg

(2) Västsverige consists of Västra Götaland and Halland

Appendix 11: Venue Requirements: Tier 2 and Tier 3

- Minimum 3,000 person capacity (Tier 2)
- Minimum 1,500 person capacity (Tier 3)
- 2 playing courts (18.29m * 36.58m with a minimum height of 12.19m)
- 1 practice court at the site of the tournament (same playing surface)
- 2 additional practice courts that do not need to be at the site of the tournament (Tier 2 only)
- Training room
- Press/Media room
- Players lounge
- Dressing room for the players
- Dressing room for the volunteers
- Dressing room for the officials
- Administration room
- VIP/Hospitality room
- Large open area for sponsors booths/automobile displays
- Lighting requirements (refer to pg. 360 of the WTA Rulebook for specifics)

Appendix 12: WTA Rules/ Player Guarantees

Each tournament is guaranteed to receive a minimum player commitment from the WTA Tour which is based on the “Gold Exempt Player’s List” and the “Play Down Rules” explained below.

Gold Exempt Player’s List

The WTA has a list of Gold Exempt players which consist of the top-20 ranked players on the WTA tour. Each Gold Exempt player is required to play a specific number and level of Tour Tournaments during the calendar year, depending on their ranking. These commitments are used to fulfil Tour Contractual Player Commitment at Tier I, II and III Tournaments. For the 2005 tennis season, Gold Exempt Players are those players ranked in the Top 16 singles as of September 13, 2004, plus four (4) wild card players. The selection of the four wild card players, as well as the ordering of the Gold Exempt List will be determined by the Worldwide Tournament Directors in consultation with the Tour.

Minimum Commitment Requirement Rules

In 2004 Gold Exempt Players had to commit to 13 specific Tour Tournaments throughout the calendar year, exclusive of the Grand Slams and the Tour Championships, in order to fulfil Minimum Commitment requirement rules. Exceptions will be made by the Tour if necessary to fulfil Contractual Player Commitment to Tournaments. The number of tournaments in each category that each player must participate in depends on the current ranking of the player which is illustrated in the table below.

Gold Exempt Players	Commitment
1-6	13 Tier I or II Tournaments (5 of which must be Tier I)
7-10	12 Tier I or II Tournaments (5 of which must be Tier I) and 1 Tier III Tournament
11-13	11 Tier I or II Tournaments (5 of which must be Tier I) and 2 Tier III Tournaments
14-20	3 Tier III Tournaments

As of 2005, each tier 3 tournament is guaranteed either one (1) Gold Player ranked Top 10, or three (3) Gold Players ranked between 11-20.

Two New Tournaments

Gold Exempt players are required to make best efforts to commit to two (2) Tournaments in which they have not participated during the previous two (2) years.

Play Down Rules

The WTA Tour has “Play Down” restrictions that limit the ability of certain players to compete in Tier III events scheduled opposite Tier I and II Tournaments. In connection

with the WTA Tour's current circuit structure initiatives, the WTA Tour Board has approved the enhancement of the Play Down rule for the 2005 season.

The 2005 "Play Down Restrictions" are as follows:

1. A Top 10 Gold Exempt Player may not play down opposite a Tier I Tournament;
2. A Top 6 Gold Exempt Player may not play down opposite a Tier II Tournament;
3. Gold Exempt Players 7-10 will be able to play down opposite a Tier II tournament provided that the Tier II tournament has received player commitment by the tournament entry deadline.

In future years there could be additional changes to the Play Down rule beyond what is contemplated for 2005.

Appendix 13: Göteborg event schedule 2006 & 2007

2006

Feb 10 th – 26 th	Winter Olympics	Torin (ITA)
March 5 th – April 10 th	Elitserien Hockey Playoffs	(Depending on success of Frolunda)
March 23 th -28 th	Goteborg Horse Show	Gothenburg (SWE)
June 9 th – July 9 th	World Cup of Football 2006	Germany
August 8 th –13 th	European Championships in Athletics	Gothenburg (SWE)
Sept 29 th	Elitserien Hockey Season Starts	Gothenburg (SWE)
May 25 th -31 st	Volvo Ocean Race	Gothenburg (SWE)

2007

Feb 3 rd – 18 th	World Ski Championships	Åre (SWE)
March 5 th – April 10 th	Elitserien Hockey Playoffs	(Depending on success of Frolunda Indians)
March 23 rd – 28 th	Göteborg Horse Show	Göteborg (SWE)
Aug 24 th - Sep 2 nd	IAAF World Championships in Athletics	Osaka (JPN)
Sept 29 th	Elitserien Hockey Season Starts	Göteborg (SWE)

Appendix 14: WTA future plans

The WTA has stated that it is impossible to expand the number of Tier 2 tournaments. However, there are thoughts about making a super series (a level in between grand slam and tier 1). If that happens, there will be 5, 6 or 7 super series tournaments. In this case, the number of Tier 1 tournaments will decrease by the same amount. To account for the open slots, a similar number of Tier 2 tournaments will be upgraded to tier 1 level. These plans further reinforces that the tier 3 level status will decrease even further, and that the future lies with the tier 2s.

There are three ways to secure a WTA Tour event sanction:

1. You can purchase a sanction from an existing member who wishes to sell.
2. You can lease a sanction from a current sanction holder. In a leasing agreement, the acceptance from the WTA is required. Leasing fee is negotiated between parties. There are various ways of doing so:
 - You can pay a fixed leasing fee.
 - You pay a certain amount fixed and both parties split the profit.
3. You can apply to the WTA Tour to create a new sanction. This will require WTA Tour Board approval. Approval will be based both on fee as well as to if there is an available position on the calendar to support the Tier level of interest. This is however almost impossible to do.

Appendix 15: Analysis of the 2005 WTA Calender – January & February

Date	Tournament	Category	Openings	Reasoning
Jan 24 -	Australian Open	Grand Slam	None Neither Tier2 or3	Not possible to get WTA approval for either a Tier 2 or 3 during a Grand Slam event
Jan 31 -	Tokyo Pattaya City, THA	Tier 1 Tier 3	* Not a Tier 2 * Preferable not a Tier 3	*A Tier 2 would not be accepted by the WTA * when a Tier 3 is against a Tier1, the top 10 players are not allowed to play down. Other top 20 players may play down in a Tier 3 only once or twice a year. However it also depends on if the Tier1 has received its minimum player commitment.
Feb 7	Paris Hyderabad, IND	Tier 2 Tier 4	* Not a Tier 2 * A Tier 3 is possible	* A Tier 2 would not be approved by the WTA (no 2's against 2's) * A Tier 3 is difficult to get good players because of the play down rule: when a Tier 3 is scheduled against a Tier2 the top 6- players are not allowed to play down, players ranked 7-10 are allowed to play down if the Tier2 has received its minimum commitment.
Feb 14	Antwerp, Belgium Memphis, TN, USA Bogota, COL, USA	Tier 2 Tier 3 Tier 3	* Not a Tier 2 * A Tier 3 is possible but not preferable	Same reasons apply - as with the previous week (Paris), plus the tour is moving to North America and many tournaments are hosted during this time, which complicates the process of attracting players event further. This is a really busy time!
Feb 21	Doha, Quat Acapulco, MEX	Tier 2 (A) Tier 3 (A)	* Not a Tier 2 * A Tier 3 is possible This might be the second best time to host a Tier 3 if it is to be hosted in the spring	Same reasons as the above mentioned reasons, plus the tour is moving to NA and the Middle East and many tournaments are hosted during this time, which complicates the process of attracting players event further. However, rather than playing the tournament in Doha, some players may prefer playing one last tournament in Europe before heading to NA or Dubai.
Feb 28	Dubai, UAE	Tier 2	* Not a Tier 2 * Tier 3 will be tough	*A Tier 2 would not be accepted by the WTA The tour has already moved away from Europe! The players are either in NA or Middle East. Approval from the WTA will be hard even for a Tier 3 during this time.
Mar 7	Indian Wells, CA USA	Tier 1	* Neither a Tier 2 or 3 is preferable	The tour is in NA

Appendix 16: Analysis of the WTA Calendar – September/October, 2005

Date	Tournament	Category	Openings	Reasoning
Aug 29 –Sept 12	US Open	Grand Slam	* Neither Tier2 or3	Not possible to get WTA approval for either a Tier 2 or 3 during a Grand Slam event.
Sep 12 -	Fed Cup Final Bali, Indonesia	* Tier 2(B)	* Neither Tier2 or3	* The WTA tour is in Asia. Establishing a WTA event at this time in Europe is not very likely to be approved by the WTA.
Sep 19	Shanghai, China Portoroz, SLO	Tier 2 Tier 4	* Not a Tier 2 * A Tier 3 is possible Good timing for a Tier3!	* A Tier 2 would not be approved by the WTA (no 2's against 2's) * A Tier 3 is difficult to get good players because of the play down rule but since the tour is moving to Europe after this event, some players may prefer a Tier 3 in Europe over a Tier 2 in Asia.
Sep 26	TBD Guangzhou, CHN Seoul, KOR	Tier 2 Tier 3 Tier 4	* Maybe a Tier2 * A Tier 3 is possible but not preferable	* A Tier 2 would be preferable if we could acquire the TBD one, otherwise a Tier 2 would not be approved by the WTA (no 2's against 2's) * A Tier 3 is difficult to get good players because of the play down rule and the many Asian tournaments. But since the tour is moving to Europe after this date this becomes an attractive choice, especially if we can get the Tier2.
Oct 3	Filderstadt, Ger Tokyo, Japan	Tier 2(A) Tier 3	* Not a Tier 2 * A Tier 3 is possible	* A Tier 2 would not be approved by the WTA (no 2's against 2's) * A Tier 3 is difficult to get good players because of the play down rule and since there is a Tier 2 tournament nearby.
Oct 10	Moscow, Russia Hasselt, BEL	Tier 1 Tier 3 Tier 4	* Not a Tier 2 * A Tier 3 is not preferable	The schedule is too busy during this time, plus impossible to get top10 players.
Oct 17	Zurich, SUI	Tier 1	* Not a Tier 2 * A Tier 3 is possible but not preferable	* A Tier 2 would not be accepted by the WTA * A Tier 3 could work but hard to attract players.

Oct 24	Linz, Austria Luxembourg, LUX	Tier 2 Tier 3 (A)	*Tier 2 is impossible *Tier 3 is not preferable.	*Tier 2 will not be approved by the WTA * No, too much going on in nearby locations
Oct 31	Philadelphia, PA, USA Quebec City, CAN	Tier 2 Tier 3	* Not a Tier 2 * A Tier 3 is possible	*A Tier 2 would not be accepted by the WTA * A Tier 3 could work as a final tournament instead of and before heading to NA.
Nov 7	Los Angeles, CA, USA	WTA Championship	None	Cannot schedule a tournament during the Championship!