



## **Bid Invitation to Host the IBTF World Freestyle Championship, 2024**

Countries interested in hosting the first-ever IBTF World Freestyle & Rhythmic Championship are invited to submit their bid to the IBTF Executive Committee for consideration.

This Championship will be held early August 2024 and bids should therefore be submitted by September 1, 2022, to enable a decision to be made by the end of September.

The bid should provide the following details:

- Country & federation name
- Proposed dates
- Past experience of the bidder
- Detailed location description
- Venue details & facilities
- Accommodation options
- Transport accessibility & cost
- Practice facilities
- WiFi capability

Duration of the Championship will be 5/6 days, with set up & opening ceremony scheduled beforehand.

Please submit electronic bids to: [international.baton.twirling@gmail.com](mailto:international.baton.twirling@gmail.com) by September 1, 2022. All necessary information and forms are attached.

Thank you,

IBTF Executive Committee



## **IBTF SPORT HOSTING BID PROCESS**

### **WRITING A BID PROPOSAL TO A POTENTIAL HOST CITY:**

#### **HOST FEDERATION SITE SELECTION:**

Support for bidding and event sponsorship may come in the form of one or more of the following:

Direct grants and subsidies that come from convention & visitors' bureaus, tourism offices, government agencies, or hotel sponsorship

#### **STAKEHOLDER SUPPORT**

#### **Description of the Event**

It is important to provide an **overview** of what the event is about. Some events need very little explaining because they are commonplace. However, it is unwise to rely on the title of the event alone to explain its purpose. In providing an overview, it may be important to describe the main participant target group(s), the main goals to be achieved in running the event and, if the event is somewhat unusual (as baton twirling is uncommon to many), one or two sentences that provide the reader with mental picture of what the event will be. A fuller description of the event program is dealt with separately.

This is where you will describe the relationships you have with all your bid partners including sport organizations (state, provincial, local, national), government agencies (local, state, regional, provincial, federal), corporate sector, media, local tourism offices, etc.

Here is where you would include letters of support from community and/or political leaders or indication of financial commitment from partners/sponsors.

What are the economic benefits to locals and other stakeholders? Is your event economically viable? Provide as much as you can regarding the economic statistics that would benefit a community in hosting your event.

Check with your tourism office for assistance. Your local tourism office has a wealth of statistics and experience that can help save time and strengthen your proposal.

Make sure you have a clearly defined vision – one that the community can identify with.

Applications for financial support must normally be submitted at least one year in advance (and more time is certainly better).

General Guidelines of who qualifies for funding assistance:

1. the applicant/sponsoring organization must be incorporated as a not-for-profit entity usually.
2. affiliated with a national or provincial entity.
3. the event will attract spectators and/or participants from outside the area.
4. in assessing the information, the level of support will be weighted by the magnitude of the event, including the following:
  - a. the number of spectators/participants
  - b. the scope of the competition (ie: a higher level of support will be considered for national/international events than for local or regional events.
  - c. the duration of the event
  - d. does it contribute to the economic/social well-being of the community?
5. Know more about your event than anybody else. Make sure to provide background, history and vision of the event. Read your application form and/or bid guidelines and make sure you follow timelines.
6. Know the selection criteria for the event and address them in your bid document. Providing reference documents from previous events is helpful.
7. Develop a realistic and detailed budget with revenue and expenses. Be mindful that you should prepare a budget for the bid phase as well as the event itself.
8. Your bid should leave no question unanswered in the minds of the decision makers who are tasked with making a choice about awarding you any type of funding to support your quest in hosting an event.

# WRITING AN EVENT PROPOSAL TO IBTF

The information that event proposals should convey includes but is not limited to the following:

- Experience of the Event Bidder
- Venue and facilities offered
- Transportation and Logistics
- The proposed dates and event program
- The proposed event budget

## Experience of the Event Bidder

The organization bidding for the event should present its experience and capability. It is crucial that IBTF firmly believes the bidding organization will be able to put on a good competition. The proposal should contain succinct information about the event management experience of the proposed event team.

If experience in staging events is limited then it is useful to mention any managerial, project management or co-ordination experience in any other field. Qualifications of persons in the event management team may also prove useful to mention.

The proposal should also describe any training that will be given to event volunteers.

## Venue and Facilities offered

The reader of the proposal will want to know whether the venue is suitable for the event. The proposal should outline all facilities available at the venue, everything from toilets to car-parking. For indoor events, the type of surface, lighting, air-conditioning, seating, electronic equipment should be well described. The number of change rooms and their condition for teams/participants is always important. It is often worthwhile to include a map or floor diagram. Photographs of key features of the venue may assist. Information should also be included about available practice venues in the area.

There needs to be a detailed description of what would be attractive to event goers and how the venue will fully cater for the needs of the event, including athletes, officials and spectators.

Don't forget to include information about public transport to the venue, and car parking for those who arrive by car.

If the venue has staged similar events in the past, you should make mention of this.

In addition, your bid should leave no question unanswered in the minds of the decision makers in IBTF who are tasked with making a choice about what federation will be selected to host the event.

## **The Event Program**

The host organization has little or no say in setting the competition program when the schedule and date, or dates have been set by the sport governing body.

However, at the initial stage of bidding, the event proposal may suggest a competition program in terms of the number of days. It is important for decision makers to know how many hours a day the venue is available.

It is worthwhile to consider that the program should also include ceremonial events with visiting dignitaries who may make speeches or present awards.

## **The Proposed Event Budget**

The organization bidding for the event should draft a proposed budget of probable income and expenditure. It is important that such a budget is realistic and therefore some care and consideration should be given to suggesting sponsors that have not yet formalized any sponsorship agreement.

The proposed event budget should not show a loss when all projected income and expenditure has been taken into account. If the budget predicts a loss there will be major concerns in the minds of those who assess the event bid proposal.

The organization that wins the bid will be entitled to an amount of funding from the IBTF to alleviate costs. The funding comes in the form of a rebate less bank/administrative expenses from the entry fees. (See Page 12 for Rebate info) However, there is also an expectancy that the organization will have the opportunity to make money through the ticket sales and merchandising. These forms of income should be reflected in the budget in the event proposal.

## **The Event Budget**

### **Predicting the financial outcome of an event**

The event budget is a projection (forecast) of the income and expenditure that the event will incur based on plans made and information gathered.

The preparation of a budget is an essential part of event management. It is fundamentally important that Event Directors are able to predict with reasonable accuracy whether the event will result in a profit, a loss or will break-even. This is achieved by identifying and costing all probable expenditures and by totaling all expected revenues (income). By comparing expenditures and revenues, it then becomes possible to forecast the financial outcome of the event.

The prediction of financial outcomes of the event need to take place very early in the planning stages. There is no use on setting dates, booking venues, preparing plans until there has been some attempt to determine whether the event is financially viable.

## **Importance of financial control of an event**

Once the Event Budget has been constructed, the Event Director has a means to exercise control of the event finances. Many organizations have run into severe financial difficulty and even bankruptcy as a result of staging events. The budget therefore enables the Event Director to make sound financial decisions about the choice of venue, and expenditure on a whole range of things including promotion, equipment and staffing. The process of budgeting also enables the Event Director to calculate how much revenue is needed to stage the event in accordance with the planned level of expenditure.

## **Continual adjustment of the event budget**

The preparation of an event budget is one of the earliest tasks to be undertaken in the event management process. However, it should be expected that there will be numerous adjustments and refinements to the budget throughout the whole project life-cycle. It is not possible to know every cost from the start, nor is it possible to know whether efforts to secure sponsorship and government funding will be successful.

## **Basic event budgeting rules**

Although the budget takes time to develop, there are some basic rules that should be followed from the outset:

- **Budget to avoid making a loss**

If an event looks likely to make a loss, it calls into question whether the event should go ahead according to the existing plan. If it is not too late, plans should be changed so that the event will at least break-even.

- **Be realistic about event incomes**

Far too often, event plans are far too optimistic about the amount of sponsorship to be gained, or the number of people who will attend as spectators or participants. Over optimistic predictions are often a cause for financial loss as a result of staging an event.

- **Have a contingency plan**

In thinking through what could possibly go wrong with an event, it is a good idea to determine what must be done if something does go wrong. For example, what happens if the sponsorship pulls out, or there is very bad attendance?

## Typical event expenditure

<b>Travel and Accommodation</b>	Costs associated with officials needed to run the event may have to be borne by the event organizers. Event participants will be responsible for their own travel and accommodation costs.
<b>Medals, Trophies, Awards</b>	<p>The cost of medals, trophies and other awards are the responsibility of the host federation. This includes the following:</p> <ul style="list-style-type: none"><li>• Gold, Silver, and Bronze medallions for the medalists of the World Baton Twirling Championship</li><li>• Gold, Silver and Bronze medallions for the medalists of the World Freestyle Championship and the 4<sup>th</sup>-6<sup>th</sup> place awards for freestyle, pair and team, plus the country placement awards 1st-6<sup>th</sup> place</li></ul> <p>To ensure suitability, the Host Country will prepare a design and submit that to the IBTF Managing Committee for approval by January 31 of the year of the competition.</p>
<b>Printing and Photocopying</b>	Event program, posters, fliers and other promotional documents will need to be printed - especially where quality and color is required. There is also always a lot of photocopying in tabulation at the event.
<b>Medical Fees</b>	Events require persons with at least First Aid training to be in attendance. Larger events (this document is only for larger events, so we should state exactly what is required) may also warrant the employment of a doctor and physiotherapists and athletic trainers.
<b>Venue Rental</b>	A critically important aspect of the budget. Information about the exact cost of the venue needs to be obtained as early as possible. Beware that there may be hidden costs to consider, such as staging and labor costs, security and supervision costs, and air-conditioning and lighting costs.
<b>Insurance</b>	Additional insurance must be taken out to cover risks of injury and/or financial losses associated with events.
<b>Equipment Hire</b>	Includes equipment directly used by participants in the event and also any equipment used by the event management staff including sound systems, computers, mobile phones, two way radios, etc.
<b>Promotion</b>	Expenditure on promotion may be considerable where a significant proportion of the event revenue is likely to be earned through spectators. Promotion covers items such as advertising, give-aways, costs associated with promotional events and sponsors' signage.
<b>Transport</b>	Includes costs of transporting equipment and possible hire of buses.
<b>Volunteers</b>	Event volunteers will likely need training and some costs may be incurred in this regard. Other volunteer costs might include food and clothing.
<b>Office Expenses</b>	Office expenses include cost of internet, photocopiers, computers, printers, postage, and office rent that cannot be directly costed to the event. An estimate has to be made of what proportion of these costs are charged to the event as indirect costs.

## Selecting the Venue

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7
Analyze the event's requirements for a venue	Investigate possible venues for the event	Make site visits to possible venues	Agree on price and terms	Win the Bid!	Make a booking and confirm	Make further site visits

### Step 1: Analyze the event's requirements for a venue

It is necessary to ask many questions about what sort of venue is needed. Here are just a few of the questions that should be considered.

- What audience capacity does the event require?
- How long do we need the venue for, including setup and takedown?
- Is it necessary to select a venue with good public transport access?

### Step 2: Investigate possible venues

### Step 3: Make site visits

Once some possible venues have been identified, it is important to make a site visit.

Venue staff are usually only too pleased to show prospective customer's around. The purpose a site visit is to determine the suitability of the venue. The table below identifies and explains five facets of suitability.

Venue suitability	
<b>Dimensions</b>	<ul style="list-style-type: none"> <li>• Area must be appropriate to cater for the event i.e. abide by rules of our sport.</li> <li>• Ceiling height must be sufficient.</li> </ul>
<b>Environment</b>	<ul style="list-style-type: none"> <li>• The venue needs to be appealing to all participants. The venue should appear to be well maintained and clean.</li> <li>• Consideration needs to be given to lighting and air temperature control. Seating needs to be comfortable and in good view of the performance area. Places to relax away from the performance area also a beneficial feature.</li> </ul>
<b>Facilities</b>	<ul style="list-style-type: none"> <li>• Sufficient changing areas</li> <li>• Concessions and food serving areas</li> <li>• Offices or meeting rooms for Media and the Event Staff</li> <li>• Telecommunication facilities – Internet and livestreaming capabilities</li> <li>• Public address system is available (or rented)</li> </ul>
<b>Position</b>	<ul style="list-style-type: none"> <li>• Can be accessed by public transport</li> <li>• Sufficient accommodation at a variety of price points within reasonable distance</li> <li>• Shops in close proximity (if at all possible)</li> </ul>
<b>Cost</b>	<ul style="list-style-type: none"> <li>• The cost of the venue need to be within the realistic limitations of the event budget.</li> </ul>



Equipment has been left out of the above list. Organizations booking venues can be reasonably expected to supply and transport to the venue the equipment that their event needs.

#### **Step 4: Agree on price and terms**

Once you have identified some possibly suitable venues, your next step is to enter into negotiations with venue managers to get the best possible deal that you can. Although venue managers will have standard prices you should not think there is no chance of bargaining the price down, or alternatively, bargaining for extra services. This is where working through a city's tourism bureau or sports commission to help secure the most reasonable cost is very valuable.

If it proves to be difficult to get a reduced hourly rate, you may be able to get some free time, or use of an additional part of the facility free, or obtain access to sound equipment at no cost, or even get some additional personnel at a reduced price e.g. security.

#### **Step 5: Win the Bid!**

#### **Step 6: Make a booking and confirm**

When you have won the bid, it is time to finalize the booking contract with the venue. Although the venue may take a booking over the phone, it is likely that you will be sent within a few days a contract that states:

- Facilities booked
- Dates and times booked
- Payments required e.g. deposit and final payments
- Other contractual obligations e.g. cleaning
- Your contact details

After you have signed and returned the contract together with a deposit, you should never assume that your booking is safe and forget about it until the last week before the event. It is well worth your while to keep lines of communication open with the venue manager and to keep checking that your booking is safe (i.e. does not get double booked).

#### **Step 7: Make further site visits**

The purpose of making further site visits is to assure yourself that nothing has changed, or at least that any changes that do occur will not affect your event. Changes that could occur include lighting, fixtures added like giant score boards in the center of the floor, equipment and decor.

Further site visits are useful also to plan your event e.g. shipping in equipment.

## Structure of an event management team

The work involved in planning, organizing and conducting a major event can be sufficiently great to require the recruitment of a large team of people. Members of the team may be involved on a full-time, part-time, contractor, casual and voluntary basis. At the head of the team is the Event Director whose job it is to keep everyone working together for a considerable period of time.

### Organization Chart

The organization chart below indicates the magnitude and diversity of the team needed to run a major sporting event. such as an IBTF Competition.

Here are key positions in the organization chart.

Event Director (CEO)									
Project Coordinator	Event Facilitator	Volunteer Coordinator	Equipment Coordinator	Photo & Video Coordinator	Public Relations Coordinator	Hospitality Coordinator	Marketing & Merchandising Coordinator	Country Host Coordinator	Practice Facility Coordinator
Entries & Registration	Venue Bookings	Recruitment of Work Force	Signage	Photo	Media Liaison	Sponsor Liaison	Sales Team	Liaison for visiting countries	Scheduling of practice times
Competition Director	Set up		Sound Equipment	Video	Publicity	Catering	Outfitting of Volunteers		Monitors at practice
Announcers	Risk Management		Tabulation Equipment	Scoring Display	Advertising	Social Functions			
Stage/Lighting Technicians	Environment Control		Electrical Equipment		Promotional Events				
Sound Technician			Transport		Media Kits	Gifts			
Adjudication Coordinator/Judges					Information				
Official Timer					Publishing				
Floor Monitor					Programs				
Tabulation Staff									
Technical Staff									
Awards & Ceremonies									

The example organization chart above has "departments"

### Importance of Coordinators

An important aspect of the above model is that each department has a coordinator. As exceptionally important people in the event management team, they should be identified and recruited as early as possible. Coordinators should be a part of the organizing committee and collectively they will share in decision making processes with the Event Director.

The selection of coordinators is usually on the basis of knowledge or expertise and sometimes because only one person volunteers for the task. Whether coordinators have expertise or not, Event Directors need to appreciate that sport and recreation depends very considerably on the input of voluntary persons. Therefore, systems should be put in place to recognize the contribution of volunteers and to provide non-monetary rewards.

## Job Descriptions

In consultation and close co-operation with members of the Event Team, the Event Director should develop and provide a job description for each coordinator.

## Financing the Event

The table below provides common sources of event revenue.

Categories of Event Income	
<b>Government Grants</b>	Government grants to assist with the running of events are not easy to obtain. To be successful, applicant organizations need to demonstrate that the event has strategic regional importance. For example: it may increase overseas tourists to the region.
<b>Sponsorship</b>	Despite the prevalence of event sponsorship in the sport and recreation marketplace is increasing, many organizations have great difficulty in achieving a significant amount of sponsorship. Competition between sport and recreation organizations for sponsorship is intense. Organizations need to be very professional in their approach to sponsorship and to be able to offer sponsoring companies outstanding value in promotional services. Organizations need to exercise some realism and caution in relying too heavily on sponsorship.
<b>Merchandising Sales</b>	The term merchandising applies to the sale of a range of products that may be strongly identified with the event or the organization hosting the event. A common example of merchandising is the production and sale of T-shirts, polo shirts, caps and other forms of clothing that are screen printed or embroidered with a design or trademark of the event. Participants tend to purchase such articles for their commemorative value. Other typical forms of merchandise include glassware, pens, drink bottles and badges. Merchandising may be a form of income suitable for events that have larger numbers of participants.

<b>Participant Fees</b>	<p>The charging of entry fees to participate in the event is perhaps the most common form of event revenue. <a href="#">See Rebate info below.</a></p> <p>Sport events are a service provided and it is reasonable to suggest therefore that all basic costs of the event should be covered by participant fees. These "basics" include the hire of the venue, provision of appropriate equipment and the administration of the event.</p> <p>Sponsorship and government funding, if it can be achieved, allows the organization of the event to go beyond the basics. The event budget should be set so that if sponsorship and/or government funding is not forthcoming the event does not have to be canceled.</p>
<b>Raffles</b>	<p>It is common to find that organizations employ "on-the-day" fundraising strategies. The most common example is the raffle and a small amount of income can be achieved this way. Whereas it is difficult to achieve cash sponsorships, it is easier to obtain goods from sponsors which can be raffled.</p> <p>Event Directors should identify and research legislation in their own state or nation that pertains to raffles and other similar forms of fundraising. Raffles are often regulated by governments because of the potential for fraud and misrepresentation.</p>
<b>Spectator Fees</b>	<p>In some cases, our events are sufficiently popular and entertaining to attract paying spectators.</p>
<b>IBTF Entry Rebate to Hosting Federation</b>	<ul style="list-style-type: none"> <li>• IBTF will rebate 50% of the entry fee income to the host federation for hosting the World Baton Twirling Championship (less any expenses incurred).</li> <li>• IBTF will rebate 60% of the entry fee income to the host federation for hosting the World Freestyle Championship (less any expenses incurred).</li> </ul>

Hospitality should be regarded as an integral aspect of improving the quality of event spectators' experience. Event managers need to think beyond the concession stand but be aware of industry trends as to how sport organizations are increasing the rewards for participants. Hospitality is often a term used to infer food and beverages served. Event managers need to see their event from the participant/spectator point of view. The following may be some of the items that would make spectator "guests" feel more welcome:

1. Seating
2. Food and refreshment
3. A reception area for dignitaries and other important personnel
4. Information stands manned by event personnel
5. Good standard of toilets, wash rooms and baby change areas for public
6. Good standard changing facilities
7. Facilities for people with a disability
8. Giveaways and lucky door prizes
9. Special services for competitors such as masseurs
10. Directions to venue on web site
11. Good public announcement system
12. End of event function

## Promotional Products for Events Merchandising

Selling promotional products (merchandising) is not a necessary component of event management but it can add to the potential for ongoing marketing of the event in future years. It can also turn a profit unless the event organizers are stock with stock they cannot sell.

### Types of Promotional Products

Product	Example
<b>Gift items</b>	Glassware, cups, etched, painted, printed or carved with special motifs, messages, logos, symbols
<b>Clothing</b>	Caps, T-shirts, items of sport apparel
<b>Badges</b>	Competitors badges are popular with children
<b>DVDS</b>	Film of the event
<b>Event Program</b>	Official event program
<b>Magazines</b>	Sport journals, newsletters
<b>Books</b>	Coaching/Judging manuals
<b>Memorabilia</b>	Mascot toy souvenir, 2nd hand items that once belonged to famous identities

## **Purpose of Promotional Products**

The purpose of selling such products is primarily to boost event revenue and increase profits. However, there are also considerable promotional advantages. T-shirts that have been screen-printed with a pattern to commemorate the event is a common form of promotion, and one that has a lasting effect. Such clothing helps to promote the event, the host organization, the sponsor and/or the sport/activity in general.

The provision of clothing merchandise is also an opportunity for the host organization to provide a uniform for volunteers, which they may receive free as a reward. The wearing of a common article of clothing by all staff usually has a positive effect on the visual characteristics of the event. Such visual characteristics of the event should not be underestimated in terms of benefits for the competition environment.

## **Tasks involved with Promotional Products**

The work involved in merchandising includes selecting products, negotiating with suppliers, receiving and ensuring security of stock, recruiting and training a sales team, setting up a sales stand, payment of suppliers, cash management and producing financial reports. It is therefore not to be undertaken without adequate thought or planning. It is generally only considered worthwhile when one or more of the following conditions are true:

- The event brings together a significant number of participants
- The event has a sufficient duration to allow for sales of merchandising during the event
- The event has the potential to attract a significant number of spectators
- The perceived importance of the event is likely to promote sales of merchandising

## **Risks associated with Promotional Products**

Some of the dangers that may arise from merchandising include:

### **Purchasing items that do not sell**

It can be very difficult to judge what items will sell. Clothing poses a special problem for it is necessary to carefully select a range of sizes. Having a knowledge of potential buyers may help. For instance, clothing sold at a twirling competition is likely to be smaller than clothing sold at a Rugby match.

### **Theft and damage to stock**

The nature of events is that there is much frenzied work with too few helpers. A merchandising stall needs to have at least one staff person in attendance at all times. Otherwise articles are too tempting. Damage may also occur as a result of transportation, rain, customers browsing or trying on items of clothing. It may be prudent to anticipate damage in setting a price structure.

## **Ordering merchandising stocks too late**

For best effect, merchandising should be available for sale two or three weeks before the event. This allows for a maximum promotion effect. It is also worthwhile to consider advertising the fact that merchandising will be on sale in pre-event brochures and fliers that are sent to participants. Sales may be lost to participants who do not anticipate purchasing products by setting the amount of money with which they have before leaving home. If stocks simply arrive the day before, advantages such as pre-event promotion will be lost. Furthermore, a late arrival of stocks reduces the merchandisers' ability to check stocks, attach price tags and package in protective materials such

## **Failure to provide adequate training to merchandising staff**

Merchandising can be an onerous task for the volunteer. In particular there is a need to instruct staff in the procedures for recording sales accurately and for taking responsibility for cash. There is a need to record the details of all sales transactions in an accounting document. Such a document should be able to withstand the rigors of an audit by an accountant. For example, it should be possible to check the number of items sold, the price, the customer and the date. Staff should also be trained in keeping money secure such as counting money in a back room or out of sight, careful transportation

## **The best option to avoid Merchandise Failure:**

There are Merchandising Companies which may be contracted to take this burden off of the organization's responsibility.

The Benefits of a Partnership with a Merchandise Company:

- **A COMPLETE SOLUTION:** They will plan all of the on-site printing operations and provide the sales staff needed for the event. Organizations no longer need to put hours into planning or recruiting staff to coordinate apparel and souvenir sales.
- **FREE STAFF:** They will provide staff and volunteer apparel which offers the organization direct budget relief.
- **NO COST TO ORGANIZATION:** They will promote and benefit your organization through sponsorship by paying you a percentage of each on-site and online sale.
- **INCREASED REVENUE:** 98% of participants and fans prefer to add customization to their apparel items instead of buying a pre-printed item. Participants and fans have the opportunity to custom build any item of choice. This results in more profit for your organization.
- **FREE GRAPHIC DESIGN:** Most companies will offer free design of logos of your event if needed.
- **WEB SALES OPPORTUNITY:** Many of these companies will offer to build a Souvenir Merchandise Online Store for Pre-Orders and Post-Event Sales which will improve your net profit. Minimum sales quantities will usually apply.
- **WAREHOUSING AND DISTRIBUTION:** All warehousing and order fulfillment is provided at no cost. You don't have to worry about running out of inventory or having leftover apparel that will cut into your bottom line profit.

## SUMMARY AND CONCLUSION:

### Managing event staff

The success of any event will be very largely determined by how well event staff carry out their allocated tasks before and during the event. Although the event plan may stipulate and provide details of every task that needs to be completed, it is still necessary for the Event Director to ensure that every task is completed by the required date and time.



It is the nature of event management that one small task, if not completed, can have a major effect on the success of the event. Supposing that someone forgets to ship the judges' scoring boards before the event and now there is no way to get them. Perhaps, no-one checks the electronic scoreboard before the start of the event and it fails to work.

Although the Event Director has ultimate responsibility for all matters concerning the event they cannot and should not try to be in all places at the same time. Instead the Event Director must devise **systems** that result in:

1. Recruitment of suitable people for the event team who may be all volunteer, all paid or a mixture of both.
2. Looking after staff is an important aspect of event management. Staff should be informed about food and drink provided for them if their stay is lengthy. The staff roster should allow for staff to be relieved for rest periods. Ground rules need to be set in the matter of claims for reimbursement of expenses by event staff. Arguments and misunderstanding between Event Management and staff over what expenses can be claimed should be avoided. Out-of-pocket expenses of event staff should be anticipated in the event budget. Expenses may include postage & supply costs, travel and accommodation and meal costs. If all event staff received a job description, then this would also be a suitable place to convey information about what expenses can and cannot be claimed.
3. The provision of job descriptions for all event staff. In many cases, job descriptions need to be created before advertising positions.
4. The provision of training to all members of the event team as may be required. This includes general induction training as well as training specific to team position. The extent of training depends on many factors such as position, level of experience and scale of event.
5. The creation and use of systems of control that:
  - A. identify all tasks that must be completed
  - B. allocate tasks to individual staff
  - C. enable staff to self-check the completion of tasks
  - D. provide feedback to the event director when tasks are completed
  - E. provide feedback if there is any problem that prevents a task from being completed



6. The organization of meetings between the event team and the event director. Meetings are crucial to ensure the Event Director is across any issue that may impact on the event, as early as possible.

## **Required IBTF Reports by Hosting Countries:**

1. Recipients of Hosting Bids are required to supply a post-event financial report within 6 weeks of the event:

FINANCIAL REPORT: (EXAMPLE)

INCOME: Sponsorship, Grants & Subsidies, Entries, Clinics and Ticketing

EXPENDITURES:

- Awards
- Athletes' Party/VIP Reception
- Banners
- Bank Service Charges
- Catering
- Clinician Fees
- Credit Card / Bank Wire Fees
- Design/Layout Fee
- EMS/Trainer Personnel
- Equipment Rental
- Facilities - Rental & Costs
- Gifts
- Meeting Room Expenses
- Miscellaneous Expenses
- Office Supplies (Badge Materials, Lanyards, Folders, etc.)
- Programs Expense
- Postage & Shipping
- Printing
- Shipping Fees
- Sportswear
- Stipend
- Supplies
- Staff Lodging & Travel Expenses

NET OPERATING SURPLUS:

2. Recipients of Hosting Bids are also required to supply a post-event housing report within 6 weeks of the event:

HOUSING REPORT: (EXAMPLE)

This report will require the assistance of the travel bureau utilized, or all hotel properties blocked.

This report must include the following:

1. Total number of Room nights booked PER NIGHT per lodging unit
2. Total number of Rooms from all properties

This information is valuable history IBTF must have on record to aid future hosting members in submitting hosting bids with cities.

Federations must comply with providing these reports.



Policy: The IBTF World Freestyle Championship is to be held during the first two weeks of August on the even-numbered years. The competition will be a 5-day event.

- At least 2 practice days for music tests in the competition facility must be offered before the competition starts which are paid for by rental fees covered by the competing federations.
  - At least 4 or 5 practice gyms must be available before the competition for countries to rent for practice space. At least two of those gyms should also be available for rent during the competition, through Day 4.
  - Because the IBTF General Assembly will follow the 2024 WFSC on the Monday following the competition. The bid must also ensure that a full-service hotel is included in the hotel options of the bid to host the General Assembly meeting.
  - All bids must be received by no later than September 1, 2022. The selection process will take place by the end of September of 2022.
- 

Please initial all points that meet IBTF's priorities and sign at the bottom of this form:

### **IBTF SPORT HOSTING TOP PRIORTIES TO WIN THE BID**

Please initial all points that meet IBTF's priorities and sign at the bottom of this form:

- 1. Accessibility, ease of access, cost of transportation
- 2. Accommodations, number & cost, size of properties
- 3. Venue, both performance and warm-up area, dressing rooms. Venue ceiling height must be meet the minimum standard of 13 meters unobstructed.
- 4. Venue must be air-conditioned if the August climate has temperatures over 26 degrees Celsius.
- 5. Practice Facilities... accessibility, availability, cost. At least 2 practice days in the competition facility before the competition starts. At least 4 or 5 practice gyms available before the competition, that countries may rent for practice space. At least 2 of those gyms should also be available for rent during the competition, through Day 4.
- 6. Strong Internet / Wi fi access for official staff and show production purposes.
- 7. At least one full-service hotel is included in the hotel options of the bid.

Bid Preparer's Signature:

Date:  Country:

This form must accompany the Bid information and the check list.



## **AGREEMENT TO HOST IBTF CHAMPIONSHIPS**

In accordance with the decision of the General Meeting of the delegates from the IBTF, held in (enter name of country) \_\_\_\_\_,  
on (enter date) \_\_\_\_\_. (Enter Host country name) \_\_\_\_\_  
has been elected to organize the 2024 World Freestyle Championship. The host  
country will be represented by (enter name of President or other official  
representative): \_\_\_\_\_.

The IBTF World Freestyle Championship and associated activities, will be held from  
(insert dates) \_\_\_\_\_ at (insert location and address), as  
follows:

1. Scheduled practice & music tests for competing countries  
(Insert Dates) \_\_\_\_\_
2. Meetings  
(Insert Dates) \_\_\_\_\_
3. Opening ceremony  
(Insert Dates) \_\_\_\_\_
4. Competition Dates  
(Insert Dates) \_\_\_\_\_

Add any relevant information: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

All the events will be presented in the name of the IBTF, which will oversee all  
matters relating to the competition.

### **ROLES & RESPONSIBILITIES**

**Host Country agrees to the following:**

- i. To follow the Sections of the IBTF Policies & Procedures Manual in all  
Sections pertaining to competitions and the Competition Checklist as  
closely as possible.
- ii. To use a suitable computer equipment and scoring display system for  
processing the competition results, in accordance with IBTF tabulation  
software, competition rules and tabulation policies.



- iii. To liaise with the IBTF Competition Registrar for access to entry information for the purpose of viewing and checking entries.
- iv. To take responsibility for all Music Royalties.
- v. To take responsibility for Public Liability and Event insurance, according to their country laws and to agree to indemnify IBTF, its' executive committee and its' members.
- vi. To provide specific competition awards, as described in the check list.
- vii. To produce a souvenir program for the event.
- viii. To manage all spectator ticket sales.
- ix. To make available rooms for IBTF meetings throughout the duration of the schedule.
- x. To provide the flags for each competing country
- xi. To schedule the music test times (Championships) for all competing countries, according to the draw for order. (see policy manual)
- xii. To conduct the Opening/Closing and Awards Ceremonies in conjunction with IBTF and according to policy. (see policy manual.)
- xiii. To provide a follow up report to IBTF within 6 weeks including the following information:
  - a. Detailed Profit/Loss Financial report on the competition. List all revenue sources and costs associated with the competition.
  - b. Lodging Report with details on number of hotel accommodations utilized and number of rooms booked per night.

**IBTF is responsible for the following matters:**

- xiv. Scheduling of the event in conjunction with country's technical advisor according to policy. (see policy manual)
- xv. Providing names of all competitors & teams entering each event, to the host country, 6 weeks prior to the competition, or sooner if available.
- xvi. Selecting the Judges for each event
- xvii. Organizing and conducting the Judges' focus meetings
- xviii. Approving the competition results
- xix. Overseeing the Opening/Closing and Awards Ceremonies in conjunction with the Host Country.
- xvix. Supervising all IBTF competitions.



## **FINANCE**

1. Host country to take full and sole responsibility for any losses or any costs in their country resulting from the organization of a IBTF Competition and indemnifies IBTF, its Executive Officers, Managing Committee and its members.
2. IBTF will provide a rebate of 50% of all 2023 World Baton Twirling Championship Entry fees to the host country (less any expenses incurred.)
3. IBTF will provide a rebate of 60% of all 2024 World Freestyle Championship Entry fees to the host country (less any expenses incurred.)
4. Sales – Host Country to keep all revenue from Spectator ticket sales and souvenir program sales and any revenue derived from souvenir merchandise sales.
5. Sponsorship - The Host country to keep all revenue derived from advertising sales, sponsorship agreements, grants and subsidies received from government entities, sports commissions, and tourism bureaus.

**COSTS:** will be met as follows:

**a. Host Country will be financially responsible for:**

- i. Venue Rental
- ii. All meeting room costs
- iii. Lunch each day for all Judges, Staff, and IBTF Managing Committee Members
- iv. Volunteers expenses
- v. Competition awards as specified
- vi. Badges for all staff, competitors, official delegation members & judges
- vii. Tickets/armbands for all spectators
- viii. Arranging any opening ceremony entertainment
- ix. Printing of the souvenir program
- x. Any decoration of the Arena
- xi. Black curtain back-drop to the competition floor if applicable
- xii. Supplies and Printing of competition paperwork
- xiii. Travel and accommodation costs of the competition staff



**b. IBTF will be responsible for:**

- i. Booking and paying for accommodations for IBTF Executive Members who do not represent their country federation.
- ii. IBTF Flags and Sponsor Banners
- iii. Souvenir participation patches
- iv. Template for printing participate certificates for Athletes, Coaches, and Judges
- v. Template in tabulation program for printing athletes award certificates
- vi. Special Athlete Awards/Certificates
- vii. Distinguished service and honorary awards

**c. Host Country and IBTF will not be responsible for the following costs:**

- i. Travel and accommodation costs of the Judges
- ii. Travel and accommodation of all the country delegations, including official representatives, team athletes, coaches etc.

**By signing this form, enter Country name is agreeing to the conditions stated in this document for hosting a IBTF Competition enter year:**

Signed \_\_\_\_\_ on behalf of  
Host Country

Date \_\_\_\_\_

Signed \_\_\_\_\_

on behalf of IBTF

Date \_\_\_\_\_



## Appendix A

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# IBTF COMPETITION CHECKLIST FOR HOSTING COUNTRY

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## 1. COMPETITION VENUE REQUIREMENTS

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- Initially visit the proposed venue and meet with the Management to ensure the following:
- A large sports hall, with a ceiling height of at least 11m (Continental) 13m (International), available for scheduled competition dates, plus previous three days for preparation and practice.
- A warm-up area for the athletes – either part of the main arena (i.e. behind a black curtain if the hall is sectioned off), or a separate hall with access to the main hall. Warm-up area should be the size of the competition floor with an adequately high ceiling.
- Off-floor seating to accommodate at least 3,000 people.
- Adequate catering facilities throughout the competition, for both officials and the general public.
- Adequate dressing rooms to accommodate approx. 20 different countries – lockable, if possible
- The facility to hang a black curtain across the back of the competition floor if applicable, to provide a good back-drop for all the events.
- Enough accommodation in the area with different price points for all the teams attending.
- Suitable lighting in the arena for twirling. Windows may need to be blinded, if sunshine reaches the competition floor at any time during the day.
- Suitable floor surface for twirling, large enough to accommodate tables & chairs for judges for up to six lanes (5-6 people per lane)
- Adequate car parking facilities for buses and cars on-site or nearby.
- Efficient music and public address facilities, and if not suitable for World Championships, arrange the use of an alternative system.
- Adequate numbers of tables and chairs available for announcers stage, tabulation area, judges, meeting/staff rooms, ticket/registration area, merchandise sales, refreshments etc.
- Availability of an elevated platform stage for the judges for freestyles, teams and groups. If not, confirm if there is a suitable area for the judges to use for somewhere elevated from floor level.
- Suitable area available for tabulation of competition results, with adequate electrical outlets for computers, photocopier, printers etc.
- Adequate rooms available for Judges focus meetings, staff dining, hospitality, officials and coaches meetings prior to the competition.
- Room available for Judges to relax when not judging
- Hospitality room/area available for IBTF Representative and any dignitaries or IBTF guests
- Athletic Trainer available for injuries during warm-up and performances





- First Aid / EMT cover available throughout the competition.
- Determine if there is an area for spectators to take photographs, and possibly anywhere to charge camcorder batteries during the day.
- Determine the entrance for competitors / officials, and also for the general public/spectators who have paid for their tickets.
- In order for the event to trend and to keep the general public and competitors happy, ensure there is access to free Wi-Fi at the location.
- Check the arena and your organization both have adequate Public Liability insurance.
- Check if the venue has any specific Health & Safety regulations, Risk Assessment requirements or Photographic policies that apply.
- Ensure your association has everything in place required by the venue management; e.g. public liability insurance, risk assessment, health and safety checks etc.
- Adequate toilet facilities for everyone.
- Determine if there are adequate practice facilities available in the area to accommodate enough practice hours for up to 20 team delegations

## 2. AWARD REQUIREMENTS

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- Determine the cost of having the custom medallions and any other required awards made for the event per IBTF specifications. (see Hosting document for further description)
- Present medallion design drawings for approval to IBTF per required specifications.

## 3. SUBMIT YOUR BID

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- After confirming that your organization/federation has all the resources and budget necessary to host a IBTF Competition in place, prepare the bid to submit to IBTF Board, detailing the relevant points above and including confirmation that your country agrees to all policies. Prepare information for presentation and arena-advertising material to present to each country at the annual general meeting, including information on accommodation and facilities in and around the area.
- Design a logo for your advertising and publicity material. Use official IBTF logo on any marketing material produced. If providing a specific website for event information, inform IBTF of the web address, to advise member countries and provide a link from IBTF website.
- Decide on spectator entry ticket prices, ensuring price does not exceed the maximum set by IBTF Board of Directors the year prior to the event.
- Plan any entertainment for the Opening Ceremony and book in plenty of time, bearing in mind the audience is mainly young people, who appreciate watching something of quality. The duration of the opening ceremony should not exceed 30 minutes.
- Confirm with IBTF what computer system will be used to tabulate the competition results, and if the judges will be inputting their own scores, check with IBTF who will be doing this. Provide some help in the tabulation room to sort scoresheets.



- Decide on any decoration for the hall / arena. If hanging flags around the arena, check with IBTF which countries are attending WC, and that all the correct country flags are available. Ensure there is a copy of each National Anthem and National Flag for the Opening Ceremony, as well as the IBTF anthem. Anthems should be checked during the music test to ensure each country's is correct.
- Check if arena provides covering for their tables. If not, decide what will be used and source it.
- Confirm where the p.a. and announcer will be positioned - ideally, close to the judges. The announcer for the championships should speak fluent English.
- Determine how results will be announced and how the country flags of the Top 3 will be displayed. If using real flags, these must be raised somehow and if using computer-generated flags, these must be displayed on a large screen.
- If the venue has a big screen, find out what is required to operate it, whether someone will do it for you, or if you need to find a volunteer for this job.
- Ensure a suitable awards staging podium is available for presentation of awards, with stands for 1<sup>st</sup>, 2<sup>nd</sup> & 3<sup>rd</sup> places. Provide floor markers for 4<sup>th</sup>, 5<sup>th</sup> and 6<sup>th</sup> places
- Ensure there is a flag holder available on site that can hold every country flag, or make arrangements to get one that will hold approximately 20 flags or you will need at least 20 individual flag pole holders.
- Decide on Awards Ceremonies, Opening & Closing Ceremony arrangements for the Parade of Nations. Prepare those people leading the team out and decide what they will carry to show each country name. Rehearse with those bringing out the IBTF official flag and decide how it will be raised and where it will hang for the duration of the competition. Follow all written policies; SEE - 2021 WORLD BATON TWIRLING CHAMPIONSHIP RULES AND REGULATIONS / CEREMONIES & AWARDS FOR IBTF CHAMPIONSHIP and 2022 WORLD FREESTYLE CHAMPIONSHIP RULES AND REGULATIONS/CEREMONIES & AWARDS
- Supply IBTF with a floor plan / map of the arena beforehand, so decisions on entrance and exit can be agreed.
- Check the number of judges there will be at each lane, to ensure you provide enough tables and chairs for everyone.
- Once the competition entries have been received from the IBTF Registrar, prepare the necessary paperwork and judges' master sheets in order for every event, after checking how many copies are required.
- After the competition entries have been received from IBTF, prepare the official (souvenir) program for printing. IBTF will provide the Competition Timetable/Schedule of Events along with the Music Test Schedule. Obtain write-ups from the relevant people e.g. IBTF President, Mayor or any Town official attending, IBTF Technical Directors etc.
- When received from IBTF, print the participation certificates for all competitors and reserves, to include the IBTF logo as well as any event logo. The participation certificates and participant patches should be distributed to each participating federation at Registration.
- If judges are to use laptops/tablets for scoring, ensure there are plenty of sockets for power near to the judges' tables and Wi-Fi for inputting scores. It might be necessary to provide separate Wi-Fi for the judges.
- Ensure there is an area where judges and clerks can sit and watch the competition when they are not working.



- Decide on ticketing arrangements and prepare information on purchasing.
- Decide on type and style of badges following the color guidelines. (You will be provided with those color guidelines per IBTF Policy.) Ensure all badges may be picked up at registration.
- Ensure a music technician is appointed to collect all individual and group music from each federation's entry folder of the IBTF Share File system to be compiled in correct order prior to competition.
- Must have a photographer throughout the event for professional photos. It is desirable for the competition to be filmed with an official DVD of the event available for purchase. The company must be capable of filming multiple areas at the same time, possibly up to 6 lanes, as well as operating their sales booth throughout the competition. Also, investigate the possibility of live-streaming the event.
- IBTF will notify country if any athlete is not agreeable to being filmed and/or having their photo taken.
- Arrange an official VIP reception with the town officials and sponsors, if possible. Invite the IBTF EC & Competition officials, Country Presidents, Judges and Clerks. If numbers of attendees is limited, advice how many persons per country can attend.
- Check with IBTF Registrar how many awards are required for each event and order them in plenty of time. Include IBTF logo on any design.
- Check if there are any country-specific laws/requirements regarding the health of the athletes, and if so, prepare any paperwork required for signing by the IBTF Presidents of the countries competing.

#### 4. PRE-COMPETITION PREPARATION

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- Prepare publicity material for the event, ensuring that any logo and/or advertising clearly states that the competition is a IBTF event.
- Select room/area for tabulation and ensure there are plenty of electrical plug sockets available. If not, extension cords and multi-plugs may be required.
- Prepare packets for each competing country, where all relevant materials will be placed, ready for collection at the end of the competition.
- Ensure a table and chairs are provided at Floor Monitor Station for those controlling.
- A laser colour photocopier must be available for use throughout the competition in tabulation.
- Ensure that all equipment, staging and normal office supplies such as staplers, paper clips, pens highlighters etc. are readily available. COMPETITION EQUIPMENT and SUPPLIES
- Ensure tabulation equipment and supplies are available. A complete list will be provided for you by IBTF.
- Prepare room for judges focus meetings and provide refreshments.
- Prepare room for any Officials meetings, if applicable.
- Prepare signs for all locations (e.g. judges' focus meetings, hospitality, staff dining, tabulation, judges toilet (if separate one available), each Country's dressing room area,
- Allocate dressing rooms for each country, depending on the size of the team (number of members in large team events).
- Ensure each country can pick up their credential badges, event programs, participant patches, and participation certificates during registration.



- Ensure spectators can purchase entry tickets and programs at any time during the day prior to the competition.
- Ensure enough seats are reserved for dignitaries, official representative of each country, technical advisors, and judges at the opening and closing and awards ceremonies.
- Ensure there is a microphone and podium beside the place the Mayor or Council Official, country President and IBTF President who will be speaking.
- Allocate one person to be the Competition Controller, so there is someone overseeing everything that everyone can go to. This person to liaise with the arena staff and competition staff in the event of any query or problem.
- Prepare the Athlete and Judge Oath to be read during the Opening Ceremony. You can choose to say it in more than one language, however one must be English.
- Ensure each country knows how many can attend any official reception, and advise where and what time they should meet. Advise IBTF of the arrangements at least 21 days ahead of the competition, so these can be included in the Schedule sent out to all countries.
- Advise all participating federations of practice facility rental times and music test times if applicable at least 30 days in advance so all transport arrangements can be finalized.
- Prepare run orders for both the opening and closing ceremonies and award ceremonies for IBTF President, Announcer, Music/Stage Technician, Ceremonies Director, Flag controller etc. so everyone knows exactly what will be happening, especially for the competition results.
- Decide on arrangements for the Closing Ceremony, including the lowering and passing of the IBTF flag to the President of the host country. Check with IBTF re: IBTF anthem and competition set music.
- Decide on & purchase gifts for the Country Representative, Technical Advisors, and Judges and Executive Technical Committee, plus anyone else you wish to thank.
- Check all obvious health and safety issues are addressed, to ensure the best experience for competitors and spectators.

## 5. SETTING UP THE VENUE FOR THE COMPETITION

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- Moving competition equipment into place
- Erecting sponsor signage
- Erecting flags, banners and bunting
- Fixing direction signs and door signage
- Setting up microphones, amplifiers and speakers for public address
- Positioning podiums for speeches and medal ceremonies
- Positioning scoreboards
- Placing all tables and chairs
- Checking security of doors
- Working out lighting and air-conditioning controls
- Positioning of first aid equipment

The activities suggested above are usually undertaken in the last 24 hours before the event commences. One of the main reasons why a venue cannot be set up earlier is that it may be in use. It is not really practical to begin



positioning equipment until there are no more activities and no more usage of the venue before the event commences. To do so may risk theft, breakage and damage that may severely impact on the event. If a venue has some lock up space it may be possible to transport some equipment to the venue



Setting up the venue requires people, equipment and time in the right quantities. Events must start on time and therefore the amount of time for setting-up is finite. Setting-up is often a frenzied activity and may be accompanied by significant amounts of stress if time is too short. It is important that setting-up begins as early as possible and that there are a sufficient number of people on hand to carry out tasks.



Ideally the Event Director is amongst the first to arrive at the venue for setting up to ensure that all staff involved are able to attend to their allocated tasks without delay. If the Event Director cannot be on site first, then someone should be deputized for this task.



If the event venue requires keys for access the Event Director should retain these throughout unless security personnel have been designated this task. Keys are often needed in a hurry and their whereabouts needs to be known by all event management staff. This should be considered in advance and communicated to all event management personnel.



A task not to be overlooked in setting up is to test all equipment. Electrical equipment can be particularly problematic. Testing may be undertaken by the equipment coordinator or a person especially designated for the task. Ideally some aspects of electrical equipment should be tested before the set up begins. It could be too late to replace electrical equipment in the hours before the event starts.



Parking for spectators and event staff should also not be overlooked in setting up. It is vital that access roads and entranceways are not blocked to emergency services or venue management personnel.



## 6. DURING THE COMPETITION

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- Allocate adequate numbers of staff to cover the following areas;
  - Entry Doors - to ensure no revenue is lost by spectators getting in without tickets.
  - Floor Monitor Control - ensure all athletes are checked and approved to go through to the competition floor. These persons should speak English.
  - Announcer/s - to ensure there is always someone on hand to make any necessary announcements.
  - Music - to ensure the competition flows well with no delays.
  - Hospitality - to keep judges & staff members comfortable.
  - Runners & Helpers – to help in the tabulation area, if required.
  - Sweepers - for the competition floor during the event.
- Adequate provision of refreshments for judges to include a selection of snacks, including more healthy options as well as tea & coffee in the hospitality room and water at their tables. Provide a trash can near to the judging area, so tables can be cleared regularly.
- Provide lunches for judges, competition staff, officials and helpers. Allow some flexibility on timing for lunch in case the competition runs early or late.
- Tabulation should prepare all required paperwork for the following day prior to leaving the venue,