

European Masters Games Lignano 2011

It's always time to meet and compete

Final Report



10 – 20 September 2011



Table of Contents

Introduction	3
The Masters Games	6
The IMGA	7
The Candidature of Friuli Venezia Giulia Region and Lignano Sabbiadoro	8
Lignano, the Sports Holiday Resort	8
Sports included in the programme	9
The Venues	10
Lignano Sabbiadoro Map	13
Governance	14
Marketing and Promotion	17
The “Olympic Stars”: European Masters Games Lignano 2011 Ambassadors	20
Press Office and Communication	22
EMG FVG Card	23
IT Area	24
Merchandising	32
Sports Organization	33
Publishing & Visual Identity	52
General Services	53
Volunteers	62
Events and Culture	65
Budget and Finances	68
Sponsoring	71



Introduction



For ten memorable days from 10 to 20 September 2011, Lignano Sabbiadoro hosted the second edition of the European Masters Games - where almost 5'000 people competed and enjoyed the city of Lignano and the region of Friuli-Venezia-Giulia. Lignano - by hosting the European Masters Games - once again proved its ability to host great sport events. I would especially like to express my gratitude to all the volunteers who gave up their time to be part of the event, and without whom there would have been no Games. I also thank the hard work and dedication the Organizing committee put into the event. The European Masters Games 2011 have set a new benchmark for future host cities to meet. The standards have been raised in all aspects of the games and even surpassed the World Masters Games in terms of media awareness with an unprecedented web and TV coverage - It is an awareness the Masters movement needs and deserves.

Lignano Sabbiadoro has delivered a remarkable event and should be congratulated on a great job.

Kai Holm
IMGA President



Ten days of pure sport, with 20 disciplines, 7,500 medals, over 4,000 competitors, 7,000 volunteers, athletes and organizers and 21,000 web visitors: these are the numbers of the European Masters Games held in Lignano last September, the proof of the success obtained by this event dedicated to the sports people of all ages. The world record set by the "runner-grandmother" will remain in the Masters Games history: the 86 year old Nina Naumenko from Russia showed how the old age and its weaknesses can be controlled by the strong determination of those who never stop putting themselves to the test. Naumenko's victory was a lesson for everybody, and for Friuli Venezia Giulia another special story to be included in the long list of those written by the lots of sporting people who gathered in Lignano and the other towns hosting the Games at the end of last Summer. During this week and a half of competitions, the athletes and accompanying persons took also the opportunity to visit our territory, participating in the excursions promoted by the Organizing Committee. Only fifty of them chose to visit Venice, while more than a thousand went to Grado, Trieste, Udine, and Marano. Like every big event held in Friuli Venezia Giulia, the EMG were an excellent way to promote the land and its treasures, too. It helped boosting the "touch and go", yet intense, tourism, which allows you to go back home with a lot of images and emotions to keep in your memories. Therefore, the EMG Lignano 2011 were a precious opportunity for our region, a window open on the world, and a further confirmation of the promotional value that arises from the relationship between sport and tourism. We believe in this synergy, which particularly works in a region like ours, a region that can offer a lot, because it still has many features to surprise and fascinate any visitor.

Federica Seganti
EMG Lignano 2011 Games Advisory Committee President
Councillor for Tourism of Friuli Venezia Giulia region



The European Masters Games held in Lignano in late Summer 2011 were a successful event. This is not an external, kind opinion, but it is the fruit of the experience gained on the field, or better, on the platform. In fact, I strongly wanted to participate in the EMG as a competitor, taking part in the shot put event, in order to feel one more time that mix of adrenaline rush and healthy competitiveness as when I used to play rugby. My opinion is therefore not only based on what I saw as Vice President of the Organizing Committee, but also on what I experienced as an athlete. We had more than 4,000 competitors coming from 61 countries of the 5 continents, 1,700 volunteers, a perfect logistics organization, a remarkable media coverage, but, most of all, the satisfaction of promoting this land, Friuli Venezia Giulia, a region devoted to sport. All these ingredients gave us the opportunity to say, at the end of the event, that we met all the expectations. Apart from the medals, the true success was given by the mixture of sport and tourism, which one more time proved to be a winning combination. These two elements, when mixed

together, represent a great benefit for the local economy, because they are able to attract a great number of athletes and spectators. The EMG therefore are not only a sports competition, but also an event that positively affects the tourism sector. Now Lignano passes on the baton to Nice, the city that will host the next EMG edition in 2015. Maybe I will be able to wear my shorts and t-shirt once again and participate in the competitions together with the other athletes. In the meantime, Italy will host a Master event one more time, with the World Masters Games taking place in Turin in August 2013.

Au revoir mes amis!

Elio De Anna

EMG Lignano 2011 Games Advisory Committee Vice-President
Councillor for Sport of Friuli Venezia Giulia region



The town of Lignano Sabbiadoro hosted, from 10th to 20th September, 2011, the second edition of the European Masters Games. Almost 5,000 athletes of all ages, coming from different European countries, joyfully invaded our streets and the other host towns. Hosting and organizing the European Masters Games was an important opportunity of local promotion. On this occasion, too, Lignano Sabbiadoro proved to have a deep-rooted hospitality tradition, to be capable of organizing international sporting events and to be the ideal place to practice sports tourism. The great team that organized this event, composed of the Games Advisory Committee, the Organizational Committee, the *Turismo FVG Regional Agency*, *Promotur Spa*, the regional INOC, the Sports Federations, the staff of the municipalities of Lignano Sabbiadoro and the other host towns, the Sports Associations and the sponsors, worked enthusiastically, doing a tremendous job. It would not have been possible to organize the European Masters Games without the essential support of the several volunteers who participated in this important international event

providing their outstanding competence and enthusiasm. They created an organizational pattern which inspired numerous Federations, even abroad. For the region Friuli Venezia Giulia and Lignano Sabbiadoro these volunteers are a success, and are considered an added value of great social significance.

The ten days of sport competitions and tourist events represented a big opportunity of making new friends for the athletes and their accompanying persons and families. The Organizing Committee and Lignano Sabbiadoro received many compliments from the participants, both verbal and written. The town of Lignano Sabbiadoro and the region Friuli Venezia Giulia may not forget what they have achieved with the organization of major sports and tourist events held in our land during the last years. It is a human heritage made of national and international relations that must be enhanced by the relevant institutions and the tourism businesses, in order to keep alive those abilities and competences acquired with the organization of major sports events. This would give the opportunity to our town to continue to be considered a benchmark for the sports tourism.

Silvano Delzotto

EMG Lignano 2011 Games Advisory Committee Vice President



Over the first decade of the new century, Friuli Venezia Giulia, despite being a small region, was the centre of several big events, both at European and at world level. Apart from the *Women Alpine Ski World Cup*, Tarvisio hosted the *2003 Winter Universiade*, Lignano the *2005 European Youth Olympic Festival*, and Trieste the *European Karate Championships* and a pool of the *Volleyball World Championships*, in 2008 and 2010 respectively. Moreover, we cannot forget the *Barcolana Regatta*, the *International Soccer Tournament of Gradisca* and the *Pordenone Euro-tennis*, all taking place every year. This cycle ended with the *European Masters Games* held in Lignano and other towns of the region. However, unlike the other events, which are included in the traditional European and World sports calendars, the European Masters Games were a true adventure, involving the committees of the 20 Sports Federations in a sector, the Masters, which was completely unknown for us. Considering all that happened from 10th to 20th September 2011, we can confirm that the EMG successfully passed the exam, giving to all the Master

athletes an image of serious competitiveness, but, at the same time, of great friendliness and joy. A particularly significant feature was represented by the presence of over 400 young people in the federal organizing committees. For once, it was not the adults who directed the young people, but on the contrary, it was the young people who managed the competitions, sometimes of their own grandparents. Lignano and the other towns which hosted the competitions left a wonderful memory, and we are proud of having explored, as Italian National Olympic Committee of Friuli Venezia Giulia, a new way of promoting the extraordinary sporting values. The Organizing Committee, together with the regional Administration, the local institutions and the National Federations was the key to the success, but all these actors would not have been enough without the enthusiasm, the abilities and willingness of our thousands of volunteers.

Emilio Felluga

President of Italian National Olympic Committee Friuli Venezia Giulia



10 - 20 September 2011: eleven days for an international multi-sport event which combined competition and fun for Master athletes coming from all over Europe and from many non-European countries, too. This was the European Masters Games Lignano 2011. I would like to express my sincere gratitude to the International Masters Games Association (IMGA), its President, and its Administration staff, which had built a successful cooperation with the Lignano 2011 Organizing Committee during the pre-Games months. The success of the event, which was proved by the numerous records set in the 20 sports disciplines and by the thousands of competitors and officials that participated, representing 61 different countries, was the result of the great commitment given by the members of the Organizing Committee, the 1700 volunteers, the Sports Federations and the regional INOC. The EMG was an important achievement for Lignano and Friuli Venezia Giulia, a region where the sports values combine with friendship, brotherhood and fairplay. The know-how and the experience acquired thanks to Lignano 2011, allowed

to enhance the already important sports tradition of a region which is always ready to host great tourism and sporting events at all levels. We are therefore looking forward to welcoming you in our Friuli Venezia Giulia, a charming and friendly land, where sport feels at home.

Maurizio Dunnhofer

EMG Lignano 2011 Chief Executive Officer

The Masters Games

The World Masters Games:

No other multi-sport event in the world attracts as many participants as the World Masters Games. Since 1985 the Games have brought together mature aged sports men and women from around the globe, who share a commitment to the simple philosophy of “sport for life”. The first World Masters Games were held in Toronto in 1985, then Copenhagen 1989, Brisbane 1994, Portland 1998, Melbourne 2002, Edmonton 2005 and Sydney 2009. The next Games will be held in Turin in 2013.

The European Masters Games:

The EMG were held for the first time in Malmoe in 2008, welcoming an extraordinary festival of sport, many social events and new experiences. The EMG embody the Olympic ideal that sport is a human right for people of all ages regardless of race, social class, gender and economic status.

The European Masters Games were created with a view to:

- Promoting the philosophy of “sport for life” and “sport for all”.
- Motivating a goal-oriented and long-term attitude towards sport and physical wellness.
- Offering a broad-based participation in an open sports event featuring a number of disciplines in a truly international environment.
- Encouraging mature individuals from all over Europe to participate in sport regardless of gender, race, religion or sports status.
- Setting an example by the participants to inspire the youth of Europe to acknowledge that competitive sport may continue throughout life.
- Bring together mature athletes every four years in different European cities in order to practice their sport and share cultural and tourist experiences.

Masters practice the Olympism principles:

“Olympism is a philosophy of life, exalting and combining in a balanced whole the qualities of body, will and mind. Blending sport with culture and education, Olympism seeks to create a way of life based on the joy of effort, the educational value of good example, and the respect for universal fundamental ethical principles”.
(Olympic Charter, Fundamental Principles of Olympism, paragraph 1)



The IMGA

The International Masters Games Association (IMGA) was constituted in 1995 from member International Federations to be the representative body of Masters sport worldwide and to promote lifelong competition, friendship and understanding between mature sportspeople, regardless of age, gender, race, religion, or sport status.

- The aim of the Association is to support the Olympic movement & promote the 'sport for all' philosophy of the Olympic Charter by:
- Promoting and encouraging mature athletes from all over the world to practice sports regularly and to participate in Masters Games, with the awareness that competitive sport can continue throughout life and improve personal fitness level.
 - Organizing international multi-sports events for mature sports men and women. These Masters Events offer physical activity while stimulating social interaction in a festival atmosphere. They have no qualification requirements, other than the minimum age limits set by the international sports federations. There are no national teams or national representatives. Together athletes get to share a cultural and social experience while setting an example for peers and younger generations.
 - Promoting friendship and understanding among mature sports people, regardless of age, gender, race, religion, or sport status, through sports competitions characterized by a joyful atmosphere.

The Association is based in Lausanne, Switzerland. A Board of Governors selected by the General Assembly for a four-year period, administers the IMGA. It is composed by:

PRESIDENT

Kai Holm Former IOC member

HONORARY MEMBERS

H.R.H Tunku Imran Honorary Vice President, IOC member, President NOC Malaysia

MEMBERS

- | | |
|---------------------------|--|
| Tamas Ajan | IOC Honorary member, President of the International Weightlifting Federation (IWF) |
| Denis Oswald | IOC member, President of The International Rowing Federation (FISA) |
| Gian-Franco Kasper | IOC member, President of the International Skiing Federation (FIS) |
| Gianni Gola | Former President of the International Military Sports Council (CISM) |
| Bob Elphinston | Former President of FIBA and member of the IOC Evaluation Commission |
| Phil Craven | IOC member, President of the International Paralympic Committee (IPC) |
| Anders Besseberg | President International Biathlon Union (IBU) |
| Don Porter | President International Softball Federation (ISF) |
| Marisol Casado | IOC member, President International Triathlon Union (ITU) |
| Pat. McQuaid | IOC member, President International Cycling Union (UCI) |
| Jose Perurena | IOC member, President International Canoe Federation (ICF) |
| Richard L. Carrion | IOC Executive Board, Chair IOC Finance & Audits Commission |
| John D. Coates | IOC Executive Board, President NOC Australia, President CAS |
| Carlos A. Nuzman | IOC Member, President NOC Brazil and Rio |

The daily operations are managed by the Chief Executive Officer, Jens V. Holm
IMGA operates under the patronage of the IOC.
A meeting of the IMGA Board of Governors was held in Lignano Sabbiadoro during the EMG.

The Candidature of Friuli Venezia Giulia Region and Lignano Sabbiadoro

There is a great passion for sport in Friuli Venezia Giulia, a region that stretches from the Mediterranean Sea to the Alps, where tourists can find every kind of offer. A land where differences in language, culture and religion have always been, throughout history, a wealth capable of developing an attitude of understanding. The Regional Government has always enthusiastically worked at developing the great opportunities offered by the EU enlargement and the progressive fall of old frontiers, so as to boost the growth of a spirit of peace, friendship, and solidarity. These are the reasons why the world of sport and the government of Friuli Venezia Giulia region decided to put themselves forward as candidates for the organization of events at international level.

The region's resorts have all the necessary sports facilities and are by now used to hosting important sports events, both of a high level and in term of mass participation.

Thanks to the great experience in the organization of big National and International events, the Regional Administration, the INOC Regional Committee and the Lignano Sabbiadoro municipality, by embracing the IMGA principles, presented the candidature of Lignano Sabbiadoro for the EMG 2011 organization in June 2008. They had two objectives: hosting a new type of sports event and promoting the beauties of our land, the flavours of its hospitality, the state-of-the-art sports facilities, the organizational abilities, as well as its tradition of friendship and peace. In June 2008, during the IMGA annual meeting held in Athens, Lignano Sabbiadoro was elected host city of the EMG 2011, and the following day the "Host City Contract" was signed, giving birth to the events organization.

The Organizing Committee was constituted in August 2008, successively, in March 2011, the statute was partly modified.

The Friuli Venezia Giulia region made the FVG Tourism Agency available to the Committee right from the beginning, with the task of promoting the event and acting as a link between the region and the Committee for the different organizational and financial aspects.

The INOC Regional Committee, with the support of the National Olympic Committee, took the responsibility of choosing the sports disciplines to include in the event and prepare the games calendar, in accordance with the respective National and International Federations.

Successively, *Promotur S.p.A.* was also involved in the organization. It is a regional public company with great experience both in terms of management and big sports events' organization. It was aimed at coordinating the relationships with the Sports Federations and supporting the Organizing Committee on various logistics aspects of the event.

Lignano, the Sports Holiday Resort





















Lignano Sabbiadoro, a renowned seaside resort on the Adriatic Sea, located halfway between Trieste and Venice, made itself completely available for the EMG participants. With its 8km long beach, over 70,000 beds available in all types of lodging, and the recreational facilities suitable for every occasion, Lignano showed all its potential in terms of hospitality and accommodation, thanks to the cooperation with all the entrepreneurial categories: hotel owners, retailers and shop keepers.

The choice of organizing the European Masters Games in the second decade of September allowed all the participants to select the most suitable accommodation and to fully enjoy all the attractions.

On this occasion, the cooperation with many towns nearby, already experienced in the past during other big sporting events, was renewed. This allowed to offer to the participants not only high level sports facilities for every discipline included in the programme, but also the possibility to discover and enjoy the peculiarities and hospitality of the region.

Sports included in the programme

The final list of the sports included in the programme was the following (the selection procedure will be explained in detail in the SPORT chapter):

			
Athletics	Beach Volley	Futsal (outdoor)	Canoe - Kayak
			
Rowing	Cycling	Dance Sport	Golf
			
Judo	Karate	Orienteering	Handball
			
Fencing	Weightlifting	Taekwondo	Tennis
			
Clay Target	Archery	Triathlon	Sailing

The Venues

Lignano Sabbiadoro



Latisana



Palmanova



Gorizia



Udine



Monrupino



Sgonico



San Giorgio di Nogaro



Cervignano del Friuli



Porpetto



Fontanafredda



The Venues



- | | |
|--------------------------------|--------------------------------|
| 1 Lignano Sabbiadoro | 7 Palmanova |
| 2 Fontanafredda | 8 Cervignano del Friuli |
| 3 Udine | 9 Gorizia |
| 4 Latisana | 10 Sgonico |
| 5 San Giorgio di Nogaro | 11 Monrupino |
| 6 Porpetto | |

Lignano Sabbiadoro Map



Legenda

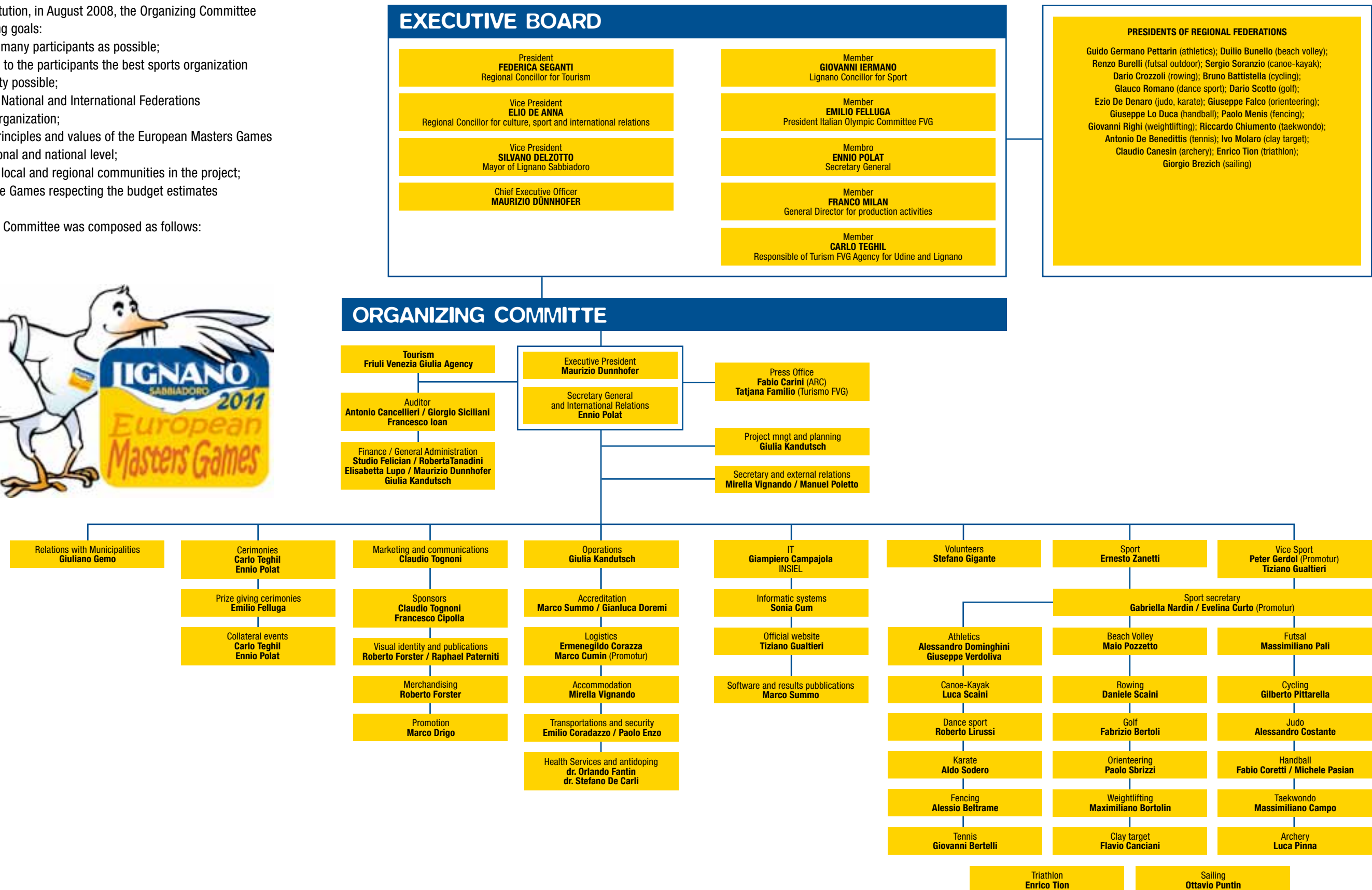
- 1** Municipal Stadium (Athletics)
- 2** Beach Arena (Beach Volley)
- 3** Ge.Tur. Sailing, Triathlon, Futsal outdoor, Orienteering, Beach Volley, Judo, Karate, Taekwondo, Fencing)
- 4** Municipal Sports Hall (Dance Sport)
- 5** Lignano Golf Club (Golf)
- 6** Tennis Club Lignano (Tennis)
- 7** Luna Park Area (Archery)
- 8** Hemingway Park (Orienteering)
- 9** Unicef Park (Orienteering)
- 10** Market Area (Games Center)

Governance

From its constitution, in August 2008, the Organizing Committee set the following goals:

- attracting as many participants as possible;
- guaranteeing to the participants the best sports organization and hospitality possible;
- involving the National and International Federations in the EMG organization;
- spread the principles and values of the European Masters Games at local, regional and national level;
- involving the local and regional communities in the project;
- organizing the Games respecting the budget estimates

The Organizing Committee was composed as follows:



National and International Federations involved

1) ATHLETICS

EAA - European Athletic Association
FIDAL - Italian Athletics Federation

2) BEACH VOLLEY

CEV - Confederation Europeenne Volleyball
FIPAV - Italian Volleyball Federation

3) FUTSAL

UEFA - Union Europeenne Football Association
FIGC - Italian Football Federation

4) CANOE - KAYAK

ECA - European Canoe Federation
FICK - Italian Canoe - Kayak Federation

5) ROWING

FISA - Federation Internationale Sport Aviron
FIC - Italian Rowing Federation

6) CYCLING

UEC - Union Europeenne De Cyclisme
FCI - Italian Cycling Federation

7) DANCE SPORT

IDSF - International Dance Sport Federation
FIDS - Italian Dance Sport Federation

8) GOLF

IGF - International Golf Federation
EGA - European Golf Association
FIG - Italian Golf Federation

9) JUDO

EJU - European Judo Union
FIJLKAM - Italian Judo Wrestling Karate Martial Arts Federation

10) KARATE

WKF - World Karate Federation
FIJLKAM - Italian Judo Wrestling Karate Martial Arts Federation

11) ORIENTEERING

IOF - International Orienteering Federation
FISO - Italian Orienteering Federation

12) HANDBALL

EHF - European Handball Federation
FIGH - Italian Handball Federation

13) FENCING

EFC - European Fencing Confederation
FIS - Italian Fencing Federation

14) WEIGHTLIFTING

IWF - International Weightlifting Federation
FIPE - Italian Weightlifting Federation

15) TAEKWONDO

WTF - World Taekwondo Federation
FITA - Italian Taekwondo Federation

16) TENNIS

ITF - International Tennis Federation
FIT - Italian Tennis Federation

17) CLAY TARGET

ISSF - International Shooting Sport Federation
ESC - European Shooting Confederation
FITAV - Italian Clay Target Federation

18) ARCHERY

EMAU - European and Mediterranean Archery Union
FITARCO - Italian Archery Federation

19) TRIATHLON

ITU - International Triathlon Union
ETU - European Triathlon Union
FITRI - Italian Triathlon Federation

19) SAILING

ISAF - International Sailing Federation
EUROSAF - European Sailing Federation
FIV - Italian Sailing Federation

Marketing and Promotion

Since the EMG 2011 was a sports and tourist event, in which it was necessary to attract competitors and plan the travel and accommodation in advance, one of the main goals of the Organizing Committee was the promotion of the event, also on the basis of the suggestions provided by the IMGA. At the beginning, the main promotional activity was aimed at communicating in the sports contexts - at both masters and non-masters level - the date and location of the event.

In this sense, a promotional plan was developed together with the FVG Tourism Agency, which included the presence of the Organizing Committee at the main European and International events and at all the Tourism Fairs where the FVG Tourism would have taken part, according to its 2010 and 2011 schedule.

Apart from the presence at the **EMG Malmoe 2008**, the **Sydney 2009 World Masters Games** and the **Bled 2010 World Masters Winter Games**, which had been useful to both promoting the event and to studying and seeing first-hand a master event’s organization, the main part of the Organizing Committee’s promotional activity was developed in 2010 and 2011, on the basis of the following calendar:

YEAR 2010	EVENT	PLACE
7-9 May	45 th European Senior Karate Championships	Athens (GR)
15-22 May	European Masters Weightlifting Championships	Linz (A)
5-6 June	European Senior Canoe-Kayak Championships	Bratislava (SVK)
3-4 July	European Triathlon Championships	Athlone (IRL)
21-24 July	European Veterans Athletics Championships	Nyiregyhaza (U)
31 July - 1 August	International Triathlon Championships	Immenstadt (D)
6 August	World Masters Orienteering Championships	Le Cernil (SUI)
20-22 August	Wörthersee Marathon	Klagenfurt (A)
1-5 September	Canoe Polo World Championships	Milan (I)
7-10 September	European Judo Veteran Championships	Porec (HR)
13-14 November	International Orienteering Meeting	Venice (I)

YEAR 2011	EVENT	PLACE
13-16 January	FERIENMESSE Fair	Vienna (A)
20-23 January	GOLF & WELLNESSREISEN Fair	Stuttgart (D)
10-13 February	HOLIDAY WORLD Fair	Prague (CZ)
11-13 February	FERIE 2011 Exhibition	Copenhagen (DK)
11-13 February	RHEINGOLF Fair	Colonia (D)
17-20 February	B.I.T. Fair	Milano (I)
23-27 February	F.RE.E. Fair	Monaco di Baviera (D)
4-6 March	Women Alpine Ski World Cup	Tarvisio (I)
9-13 March	ITB Fair	Berlino (D)
16-19 March	MITT Fair	Mosca (RUS)
16-20 March	European Veterans Athletics Championships Indoor	Gent (B)
19-21 March	SALON DU GOLF Fair	Parigi (F)
30 April	ITU Cross Triathlon World Championships	El Anillo (E)

YEAR 2011	EVENT	PLACE
13-15 May	European Veterans Athletics Non-Stadia Championships	Thionville (F)
21-22 May	European Senior Karate Championships (JKA)	Beek (NL)
23 May	International Canoe Meeting	Rovigo (I)
28 May - 4 June	European Masters Weightlifting Championships	Heinsheim (D)
2-5 June	European Fencing Championships (individual)	Hénin Beaumont (F)
11-12 June	Italian Masters Fencing Championships	Montecatini Terme (I)
17-19 June	International Veterans Sport Shooting Championships	Plzen (CZ)
23-26 June	BMW Open Golf	Munich (D)
7-8 July	World Masters Orienteering Championships	Pècs (H)
22-25 July	Nordea Scandinavian Master Golf Open	Stockholm (S)
23-24 July	Italian Masters Canoe Championships	S. Giorgio di Nogaro (I)

On these occasions, a promotional stand/corner was set up in order to hand out EMG bilingual flyers, information material on Lignano Sabbiadoro and Friuli Venezia Giulia region, and some little EMG gadgets (caps, pins, keyrings, etc.). Other than the customization of the vehicle used for the roadshow, with the EMG 2011 brand and the motto “I will be there” , the following material was produced to promote the event:

- T-shirt
- Polo Shirt
- Stickers
- Roll up banners
- Non-woven banners

The registration fees were determined both for the competitors and the accompanying persons in the first months of 2011:

- Competitor: €. 120,00 (with no limits in the number of sports/specialities)
- Accompanying person: €. 60,00
- Teams: €. 800,00

In order to recruit as many competitors as possible, the Organizing Committee decided to give the participants the possibility to register both online - thanks to the software created by the Australian Sporting Pulse (activated on 8th April, 2008) - and through manual registration forms, available both in Italian and English and published on the website, that had to be sent back either by fax or mail. This also allowed to recruit several competitors coming from countries where internet is not very popular, and athletes with low computer skills.

It was also decided to offer a 15% discount on the registration fee for all those who would register by 16th May, 2011. This deadline was then postponed to 12th June, 2011.

The registration fee included the following benefits:

- parade and access to the opening and closing ceremonies;
- free of charge urban transport service in Lignano Sabbiadoro;
- extra-urban transport service from Lignano to the competition venues located outside Lignano during the competition days and for the sports to which one was accredited to;
- medical assistance at the competition areas area;
- free access to all games areas;
- certificate of attendance;
- medals to the First three classified;
- registration kit with Accredited Pass, a guidebook of the games, tourist information leaflets and sports bag;
- EMG-FVG CARD;

- access to the Games and Expo Centre;
- access to social events;
- discounts at commercial activities in Lignano Sabbiadoro.

From March 2011 on, the Promotion Area staff, apart from distributing the information and advertising material, also directly collected the EMG 2011 registrations at all the events they attended.

The FVG Tourism Agency Press Office produced a press kit, both in Italian and English, in 2010, in order to include the website www.lignano2011.it in the Press Area and to deliver it to the journalists during the promotional tour.

Starting from 2010, a newsletter was established as a monthly fixture, both in Italian and English, with all the EMG latest news and developments. The newsletter was regularly sent to the mailing list, which was arranged and updated by the Organizing Committee on the basis of the data provided by the IMGA (approximately 5,000 addressees).

The EMG information and promotional sheet was sent to all the European National Federations that could be interested in the sports included in the programme. It was asked their support in terms of promotion of the event both at their competitions and by informing their sports associations involved in the masters activities.

Press releases were submitted monthly, and successively every two weeks, to all the major regional and national newspapers and to the health magazines.

In January 2011, the “expression of interest” form was sent by e-mail to over 5,000 people. This form, available both in Italian and English, allowed the sports people contacted to ask for detailed information regarding their own discipline. It was directly downloadable from the EMG homepage and also allowed to subscribe to the newsletter.

It was then created the new slogan **“It’s always time to meet and compete”**, that was inserted in all the communication tools.

From the official start of the online registrations, in April 2011, the promotional activity was intensified with radio and TV commercials, which went on until the end of July.

Audio and video commercials, in addition to relevant interviews, were broadcast by the following Italian and foreign radio and TV channels:

- EUROSPORT
 - RTL 102.5 (I)
 - RAI (I)
 - RADIO WIEN (A)
 - RADIO ARABELLA WIEN (A)
 - RADIO ARABELLA MÜNCHEN (D)
- RADIO 88.6 (A)
 - RADIO RIJEKA (HR)
 - RADIO 1 (SLO)
 - RADIO CITY MARIBOR (SLO)
 - RADIO METRO’ (I)

It must also be pointed out the promotional activity focused on the creation and distribution of audio and video commercials through the homepage.




The “Olympic Stars”: European Masters Games Lignano 2011 Ambassadors

The “*Stelle Olimpiche*” (Olympic Stars) group happily accepted the Organizing Committee’s invitation to become the ambassadors of the European Masters Games Lignano 2011. The “Olympic Stars” group was inaugurated in 2008, and consists in a crew exclusively composed of women who participated or won an Olympic event. Their aim is to take part in high-level regattas, so as to promote the sports values, popularize the Olympic movement and, last but not least, to carry out their charity activities.


It is an atypical group, as its membership is restricted to women only, coming from a wide variety of sporting disciplines: Sailing, Fencing, Diving, Gymnastics, Skiing, Shooting, Clay Target, Archery, Athletics, Water polo, Modern Pentathlon, and so on. These athletes, even if they have never got on a boat before, eagerly accepted the new challenge, with the enthusiasm and extra grit that they always show during their own sports competitions.

But why a crew of women only? The reason is that there is nobody more capable of embodying the spirit of persistence, strength, passion and *joie de vivre*, than women who became top-level athletes by overcoming every kind of difficulty.


GIULIA PIGNOLO
SAILING




LARISSA NEVIEROV
SAILING




VALENTINA TURISINI
RIFLE-RANGE




CHIARA CAINERO
TRAP-SHOOTING




CHIARA CALLIGARIS
SAILING




DANIELA CHMET
TRIATHLON




ELISA TOGUT
VOLLEY




ELISABETTA MARIN
TRACK AND FIELD




EMANUELA SOSSI
SAILING




FEDERICA MACRI'
GYMNASTICS




FRANCESCA BENOLLI
GYMNASTICS




GIOVANNA MICOL
SAILING




GABRIELLA PARUZZI
NORDIC SKIING



MANUELA DI CENTA
NORDIC SKIING



MARGHERITA GRANBASSI
FENCING



Press Office and Communication



The Turismo FVG Agency Press Office, from June 2011, was integrated with the Organizing Committee's own Press Office, obtaining an exponential increase in the communication activity. Coordinated by Fabio Carini, the Lignano 2011 Press Office involved 46 staff members: 11 journalists, 6 photographers, 1 professional translator and 3 volunteers, 1 problem solver, 1 networker, 1 Media Management, 8 trainees from the University of Udine, Public Relations Course, and Hot Spot tv production team consisting of 15 cameramen and technicians.

The "Major Events" team in over two weeks told about the spirit of the event, giving voice to competitions, stories, records and wonderful performances sharing a common thread made of true passion for sport, willpower and determination.

Fourteen hours of TV production broadcast on RaiSport, reports from Lignano 2011 included in the sports programme Stade 2 on France 2 and on the Austrian channel Orf, over 150 hours of recordings and specials broadcast on Friuli Venezia Giulia regional channels, 12 hours of live streaming on www.lignano2011.it.

550 articles published at international, national and local level on all types of newspapers including *Équipe Magazine*, *Men's Health*, *La Gazzetta dello Sport* and *La Repubblica*; online photo gallery also on *Gazzetta.it*, *Repubblica.it* and *LaStampa.it*. Over 140 news posted on the website, 90% of which translated into English, over 80 Tv reports, over 90 thousand photos taken, a press review which included newspapers and websites at national and international level, a page on facebook which became an interesting meeting point, a YouTube channel with daily videos and interviews, the live podcast on www.lignano2011.it. And a lot of e-mails from athletes who required their photos, videos and articles about their participation in Lignano 2011.

Lignano 2011 showed the best side of sport, the one not only made of passion, sacrifice and desire to win, but also of capability to have fun and step forward.



EMG FVG Card

The pass to discover Friuli Venezia Giulia

Thanks to an agreement between the *Turismo FVG Agency* and the Organizing Committee, all the accredited persons had the EMG FVG CARD at their disposal for free. This card was only valid for the entire duration of the event, and allowed the free or discounted entrance to over 30 museums, historical places, art galleries, monuments, spa and wellness areas, parks, cablecars, etc.



IT Area

The activity of the IT AREA, with particular reference to the website, the online booking, the social networks, and the technological services, was planned, managed and coordinated by the *Turismo FVG Agency* staff, with the support of some specialized companies and, successively, with the cooperation of the Organizing Committee staff.

WEB TECNOLOGY



Moreover, all the sport updates - regulations, venues, calendar, and so on - as well as the other side events or activities connected to the EMG, that is: excursions, EMG FVG Card, social events, participant services, etc., were published on the website, too.

A **cartographic section** was also created by using Google Maps in order to help the participants in searching the competition venues, which were located in 12 different towns of Friuli Venezia Giulia region.

It was possible to use the map to search the exact position of all the competition venues, which were marked with a pictogram indicating the specific sport.

• **Website accessibility for disabled people**

The **website accessibility was improved a lot** thanks to the adaptation of its content. Since the competitions were also open to the paralympic athletes, it was also considered to make the website contents accessible through the use of textual browsers or assistive technology systems. The adjustments made to the website were:

- Possibility to enlarge the font size and improve the contrast;
- Introduction of particular tags in order to make the access to the textual browsers easier ("skip menu, etc...)
- Removal of all the elements unreadable by the textual browsers (javascript, flash) in all the pages with important information for the user, and adjustment of the registration forms of the various services (shuttle bus, volunteers, newsletter, etc.) in order to improve the accessibility.

• **Website dedicated to the sports event**

The website dedicated to the sports event was managed by **Sporting Pulse**, an Australian company specialized in the sports event management, which had already been engaged to create the Sydney 2009 World Masters Games website. The registration system produced by Sporting Pulse was integrated in the official website in order to allow the users to register in the event directly online, and paying the registration fee by credit card or bank transfer.



• **WEBSITE - www.lignano2011.it - renovation and restyling:**

The EMG Lignano 2011 website was created by using the Content Management System programme, which had already been employed for the Eyof 2005 website. However, the graphic layout was obsolete in comparison with the new technologies, so a restyling of the website was designed and implemented, with the aim of both making it look more modern and appealing, and, above all, making it more user-friendly. According to the needs of the moment, in the homepage were highlighted the main news and services offered in order to guide the users in registering in the sports event, booking their accommodation and the shuttle service to and from the airports, renting a car, discovering the side events, etc. The users could also register by downloading the registration form for each sport from the website and sending it by fax.

• **Integration of the website [lignano2011.it](http://www.lignano2011.it) with the online booking system**

The website was integrated with the link to the **online booking** system of the association Consorzio Lignano Vacanze, official partner of the event, and of the Ge.Tur, which provided accommodation for paralympic athletes. It was also created a customized online booking system for the EMG event, (**booking.lignano2011.it**) which gathered all the hotels and camping-sites not included in the Consorzio Lignano Vacanze.

• **Newsletter:**

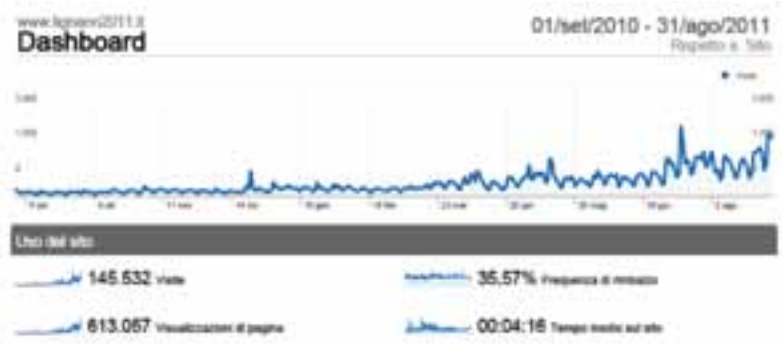
The subscriptions to the Newsletter through the website increased from 1,000 (during the 2009 - 2010 period) to approximately 5,800 at the end of the event. The newsletters were sent to inform about the latest important news on the event, and was issued once or twice a month.

WEBSITE DURING THE EVENT

- Just before and during the event** many information pages were added for the European Masters Games participants.
- **TRASPORTS:** with the maps of the routes and the shuttle bus schedules for the transport of the athletes from the Games Centre to the competition venues;
 - **GAMES CENTRE:** with the downloadable map containing the information on the various desks;
 - **EVENING EVENTS:** with the program of all the side events taking place during the Games;
 - **DISCOUNTS AND PROMOTIONS:** with the detailed list of all the commercial activities that offered a 10% discount to all the accredited participants in Lignano and surroundings (also downloadable in pdf. Format);
 - **THEME:** with the possibility to listen and watch the Masters Games theme on Youtube, too;
 - **RSS CHANNEL:** with the possibility to subscribe to the RSS FEED service and automatically receive all the EMG news and updates in your mail box or in your browser;
 - **PRESS REVIEW:** with the publication of all the articles published on the various newspapers, in cooperation with the EMG Press Office;
 - **PHOTOGALLERY:** with the publication of all the photos divided into competition day, sports discipline or topic, in cooperation with the EMG Press Office;
 - **REGISTRANTS LISTS:** with the possibility to view the lists of participants, divided into sports discipline and speciality;
 - **COMPETITION RESULTS and MEDAL COUNTS:** with the publication, IN REAL TIME, of all the competition results, divided into discipline and competition day, final medal counts included;
 - **VIDEO OF THE DAY:** during the event, a video chosen among those created during the day was published on the home page; all the videos were also available on Youtube.
 - **LIVE TV COVERAGE:** during the event, every day from 2.00 pm to 2.45 pm it was possible to watch a competition event live on the EMG website. The podcasts of the live coverage were then made available on the web, through **VIMEO** channel.

• **Monitoring website access using Google Analytics:**

The website monitoring through Google Analytics, the usage statistics programme, was activated from 30th August 2010 onwards, with the aim of verifying the users' reactions after receiving the newsletter and the web usage trend especially following the event promotions taking place in many parts of Europe. It was used above all during the event, in order to track the visitors' behavior. The following graph shows the numbers related to the website visits during the promotional period, from 1st September 2010 to 31st August 2011:



And an overview of the visits during the event, from 10th to 21st September 2011:



• **Social Network activity:**

Some communication channels were open on the main Social Networks: **Facebook, Twitter, Youtube and Vimeo:**



On the EMG Lignano 2011 Facebook page, which had approximately 1400 friends, all the latest news were constantly published, and the users' requests and comments collected. Some events were also created on Facebook, with relation to the sports and side events taking place during the EMG.

• **Promotional campaigns and Facebook advertising:**

Promotional campaigns and Facebook ads were launched between 9th May and 12th June 2011 with the aim of attracting competitors before closing the early bird registrations. We created a different campaign for each sport, dividing the competitors coming both from Italy and from the rest of Europe into various targets, according to their interest, their age - from 30 to 35 onwards - and their sport. These campaigns obtained more than 4,400,000 ad impressions and more than 2,600 users clicked on the ad to get more information. All the news published on Facebook were also spread on **Twitter**, obtaining more than 500 tweets. A personal profile on **Youtube** and a **commercial** for the EMG were created both in Italian and English. During the event 55 videos were uploaded on the Youtube channel, which contained interviews, competitions, curiosities, etc. Ultimately, on the EMG **Vimeo** channel were uploaded all the Podcasts of the most important competitions that had been broadcast live on TV:



TECHNOLOGICAL SERVICES

Connections, hardware supply and telephones

During the event and the pre-Games stages, the staff was provided with all the necessary hardware equipment, mobile phones included. All the competition venues, the press office, the administrative headquarters and the Games Centre were equipped with the internet facilities and, where it was not possible to operate in this sense, the staff was given internet USB dongles. All the venues were provided with printers and photocopier.

The entire equipment installed was the following:

- 20 multifunction printers B/N A4
- 8 colour multifunction printers A3
- 40 PC colour printers
- 11 printers PC B/N
- 82 desktops
- 12 laptops
- 30 internet donale
- 4 plastic printers
- 60 mobile phone sim cards

REGISTRATION AND ACCREDITATION

As previously stated, the Organizing Committee decided from the beginning to give the possibility to register both online, through a specific software, and by a paper registration form to be sent by fax or ordinary mail.

The registration and accreditation software was provided by the IMGA to the Organizing Committee, and it was the same that Sporting Pulse, the Australian company, had produced for the Sydney 2009 World Masters Games. The software management was assigned to some members of the Turismo FVG Agency, with the support of the staff recruited by the Organizing Committee from March onwards, and, from August, of a member of Sporting Pulse, who was present in Lignano and acted as supervisor and problem solver.

It must be highlighted that the software preparation, on the basis of the Organizing Committee's requirements (number of sports, disciplines, age classes, categories, etc., which were actually sent to Sporting Pulse with great delay), had to face many difficulties caused by the distance between Italy and Australia, and, above all, the 9 hours of difference between the time zones, which did not help to solve the problems and needs that were arising over time.

Consequently, once all the disciplines to be inserted in the sports programme had been defined, and the respective calendars and regulations prepared, the Committee created, for each sport, a registration form both in Italian and English, downloadable from the website and easy to fill out. This solution was conceived to open the registrations as soon as possible, whilst awaiting the online registration system to be implemented. The printed registration form was also used to collect registrations during the promotional campaigns. This allowed to already open the registrations in March 2011.

The online registration system - which was activated on 8th April, 2011 - was programmed to confirm the registration only upon reception of the payment, which could be done by credit card, bank transfer or through PayPal.

The forms sent by fax or mail were therefore manually inserted in the registration system by the Organizing Committee staff, as soon as they received the payment of the registration fee. This obviously caused an increase in the amount of job for the Committee, however, it allowed to collect many more registrations than it would have been possible by only using the online method.

In order to complete the registration procedure and distribute the accreditations, 15 specific desks equipped with PC, webcam and printer were set up at the Games Centre, which was located next to the Stadium in Lignano Sabbiadoro. Here all the control operations were carried out (payment, medical certificate, insurance, etc.). Moreover, photos were taken for the badges, which were printed and handed out. The accreditation collection area opened on 7th September, three days before the start of the Games.

The anticipated opening of the Games Centre with respect to the start of the Games, the opening times of the accreditation collection area (from 7.00am to 10pm) and the number of desks, were more than enough, and contributed to avoid long lines. In fact, the waiting time at the desk was, on average, 4 minutes!

A 15% discount on the registration fee was granted to all those who registered within 16th May 2011, for both the individual and team sports. This deadline was then postponed to 12th June, 2011. The final registration deadline was 31st August 2011, which was then deferred to 6th September 2011 with the aim of accepting the latest requests of registration that were continuing to arrive. At the end of the event the following data were registered:

Total accredited people	5496
Athlete	3188
Coach	176
Accompanying person	350
Junior accompanying person	26
Judge	214
Referee	119
Guest	300
Media	87
VIP	55
Medical Staff	4
Organizing Committee	977



Total accredited people per sport	3188
Athletics	829
Athletics - Paralympics	21
Beach Volley	91
Futsal	61
Canoe/Kayak	278
Rowing	126
Cycling	129
Dance Sport	74
Golf	5
Judo	94

Karate	166
Orienteering	71
Handball	476
Fencing	124
Weightlifting	160
Taekwondo	104
Tennis	88
Archery	147
Clay Target	77
Triathlon	55
Sailing	12

The accredited participants came from the following countries:

Country	Athlete + Coach	Accompanying Person	Total
Argentina	1		1
Australia	6		6
Austria	103	7	110
Azerbaijan	7	1	8
Barbados	1		1
Belgium	26	3	29
Belarus	29	4	33
Brazil	4	1	5
Bulgaria	4	1	5
Canada	5		5
Cyprus	1		1
Colombia	1		1
Croatia	9		9
Denmark	56	1	57
Estonia	15	2	17
Finland	61	7	68
France	60	6	66
Germany	237	15	252
Jamaica	1		1
Gibuti	1		1
Great Britain	99	5	104
Greece	6		6
India	6		6
Ireland	24	5	29
Israel	3		3
Italy	861	62	923
Kazakhstan	2		2
Latvia	59	4	63
Lithuania	61	9	70

Country	Athlete + Coach	Accompanying Person	Total
Luxembourg	2		2
Macedonia	2		2
Malaysia	10		10
Mexico	4		4
Moldavia	16		16
Monaco	5	1	6
Norway	21	1	22
Netherlands	27	2	29
Poland	95	3	98
Portugal	15		15
Czech Republic	142	8	150
Romania	6		6
Russia	416	99	515
San Marino	2		2
Serbia	3		3
Slovakia	75	1	76
Slovenia	76	1	77
Spain	50	3	53
Sri Lanka	1		1
Sweden	62	10	72
Switzerland	40	2	42
Turkey	9	1	10
Ukraine	353	93	446
Hungary	163	17	180
USA	16	1	17
Uzbekistan	2		2
Venezuela	2		2
TOTAL	3364	376	3740

The following table is a summary of the progressive registration.

REGISTRATION STATS

SPORT	16/5		31/5		12/6		17/6		1/7		15/7		2/8		16/8		31/8		6/9	
	A	C/AP	A	C/AP	A	C/AP	A	C/AP	A	C/AP	A	C/AP	A	C/AP	A	C/AP	A	C/AP	A	C/AP
ATHLETICS	165	29	234	49	423	84	466	88	483	92	563	96	757	101	799	105	839	108	850	108
BEACH RUGBY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
BEACH VOLLEY	17	8	19	8	33	10	40	12	43	12	48	13	78	13	78	16	84	16	91	18
FUTSAL	0	0	0	0	21	8	21	8	22	8	22	8	34	14	34	14	48	19	61	25
CANOE-KAYAK	81	15	104	22	131	25	154	27	165	27	177	27	216	27	252	30	266	32	278	32
ROWING	18	3	18	3	23	3	28	5	30	5	34	5	68	14	69	15	105	23	126	23
CYCLING	3	0	3	0	4	0	5	1	5	1	8	2	13	5	18	7	48	18	129	22
DANCE SPORT	13	2	15	2	24	3	33	5	34	5	40	6	64	12	67	12	72	14	74	18
GOLF	2	2	4	4	4	4	4	4	4	4	4	4	4	4	4	4	5	5	5	5
JUDO	5	1	8	1	12	3	12	3	15	3	19	4	44	12	51	17	88	24	94	29
KARATE	17	8	24	8	38	14	50	16	63	18	73	25	128	32	147	31	156	33	166	36
ORIENTEERING	21	4	21	4	40	6	41	6	42	6	56	9	64	13	64	13	71	16	71	16
HANDBALL	17	6	17	6	75	19	78	19	156	32	187	34	301	38	353	41	420	48	476	48
FENCING	31	7	37	8	53	10	62	12	66	12	82	17	109	23	115	24	124	26	124	26
WEIGHTLIFTING	36	15	64	17	97	19	109	25	123	28	137	30	154	32	160	32	160	32	160	32
TAEKWONDO	8	1	9	2	11	2	17	3	25	7	27	7	69	17	89	25	100	28	104	28
TENNIS	5	0	7	0	12	1	16	1	16	1	16	1	16	1	19	3	52	11	88	14
CLAY TARGET	10	1	12	1	22	3	23	3	24	3	26	3	57	11	61	13	62	13	77	18
ARCHERY	51	14	58	16	85	18	104	21	108	21	117	22	125	22	130	27	139	34	147	34
TRIATHLON	5	1	6	1	7	2	12	6	12	6	14	6	17	8	20	8	46	16	55	16
SAILING	1	1	1	1	2	1	2	1	2	1	3	1	10	4	12	4	12	4	12	4
TOTAL	506	118	661	153	1117	235	1277	266	1438	292	1653	320	2328	403	2542	441	2897	520	3188	552

ATHLETES: 3188

COACHES, ACCOMPANYING PERSONS: 552

TOTAL: 3740

Merchandising



On the basis of the observations carried out during the various events in which the Organizing Committee had participated, namely the EMG Malmoe 2008, the Sydney 2009 World Masters Games, and the Bled 2010 World Winter Masters Games, it was decided to deliver a merchandise program in Lignano Sabbiadoro, too.

The production consisted in t-shirts, polo shirts, caps, beach towels, and the event's mascot, "Coky", which was also produced in key ring format.

The objective of the OC was to implement agreements with a series of shops in Lignano Sabbiadoro in order to sell the articles produced and, at the same time, to directly sell them both at the Games Centre and through the online shop available on the event's website.

The operation was partially successful, but only with regard to the selling of the mascot.

The Games Centre shop surely registered a good number of visits, with takings of € 43,000.



Sports Organization

PREFACE

The main critical aspects regarding the organization of a competition of this kind were brought into evidence right from the beginning, because the target of the Organizing Committee was represented by all the potential participants. The Master organization, in fact, results being particularly inhomogeneous and often creates events which are both spontaneous and not controlled. This is caused by the fact that each participant represents him/herself and therefore registers in events autonomously and pays by his/her own all the expenses concerning the competition and the related activities.

In order to better identify the critical aspects and successively find the best solutions to reduce the expenses and build, at the same time, an efficient organization, the Organizing Committee sent a delegation to the three previous Master events with the task of collecting as much information and data as possible. These events were: the "Zero" edition of the **EMG in Malmoe** (August 2008), the **Sydney 2009 World Masters Games** (October) and the **World Winter Masters Games in Bled** (January 2010).

As to promote the EMG Lignano 2011, to collect specific information regarding the different sports competitions and directly make registrations, some members of the Organizing Committee were present at the **Karate World Championships in Athens** (May 2010), at the **European Masters Weightlifting Championships in Linz** (May 2010) and in **Heinshein** (May 2011), and at the **European Masters Athletics Indoor Championships in Gent** (March 2011).

After Lignano was elected host city of the European Masters Games 2011 edition by the IMGA, the INOC of Friuli Venezia Giulia had to face all the problems regarding the preparation of the competition venues and the organization of the sports events which, thanks to the great organizational experience of the EYOF 2005, were assigned to the territorial boards (Regional Committees) of the respective National Sports Federations.

AIMS OF THE EMG LIGNANO 2011 SPORTS AREA

The following aims were assigned to the Sports Area:

- 1) Identify the most suitable sports to propose considering the potentialities of the participants, the regional and national traditions, the availability of the sports facilities and the local organizational skills.
- 2) Prepare the expense budgets for the organization of the sports events according to both the indications and the restrictions imposed by the Executive Organizing Committee.
- 3) Coordinate the relationships between the National and International Sports Federations and choose, together with them, the International Delegates for the single competitions.
- 4) Draw up the competition regulations according to the rules of the National and International Federations and the IMGA.
- 5) Arrange and update the competition timetables, conforming them to the regulations, number of participants and sports facilities.
- 6) Identify and train, together with the Sports Federations, the staff in charge of the sports organization, as well as the volunteers.
- 7) Select the sports facilities to be used and control their conformity to the rules and standards of the National and International Federations.
- 8) Nominate, in agreement with the International Delegates, the necessary referees, judges and time keepers for a correct competition management.
- 9) Organize the medal ceremonies in accordance with the protocol indicated by the International rules and the IMGA guidelines.
- 10) Display in real time the results and rankings of the competitions and send them to the staff in charge of publishing them on the website.

The Sports Area has moreover collaborated with the INOC Regional Committee and with the Regional Sports School in order to organize two promotional conferences for the EMG: the first regarding: *"Neuroscience and Combat Sports; the effects of the regular practice of Combat Sports on the preservation of cognitive and decision making abilities on the middle-aged and the elder"*, which was held on 27th November 2010 and the second regarding: *"The Master phenomenon in the International Olympic Contest"*, held on 2nd September 2011.

Among the areas of the Organizing Committee, the Sports Area was one of the most precociously active.

As the indications from the Executive Committee where those of retracing the steps of the great experience of the EYOF Lignano 2005, it was considered necessary to involve, right from the start, the Regional Presidents of the NSF, asking for their collaboration in organizing the competitions.

The first communication dealing with this matter was sent to the Regional Presidents of the NSF on 15th January 2008. On the same date, the first formal request to support our candidature was sent to the INOC President, Gianni Petrucci.

From the following communications, where the Presidents involved were asked to indicate the target of the participants and the maximum

budget for the organization expenses, the first list of the 28 sports (28th April 2008), increased later to 31, was elaborated. It was also produced the first budget, which foresaw the possibility of proposing 31 sports (21 official and 8 optional); among the official disciplines, 9 would have been able to obtain the official awarding of the relative European Masters Championships, as a European title, guaranteeing a big number of participants.

However, the objective of being granted the European Championships as part of the EMG soon came to nothing, mainly because of the delay in the financial resources supply, which did not allow the proposal and support for the candidatures in time.

In the end, only Handball obtained the European Masters Championships as part of the EMG programme and because of this, it rated as being the second sport concerning the absolute number of participants.

SPORTS LIST, CHOICE CRITERIA AND COST BUDGETS

At the same time, the budget was prepared for the Sports Area which originally summed up to be € 2.143.000,00. This amount included the expenses for the staff (scheduled: one Director, 2 Vice-directors and 4 assistants for the last few months) together with 30 venue managers and the International Technical Delegates.

Between 2009 and 2011 a series of adjustments were made regarding the sports in programme, due to the different availabilities of the Federations, to the evaluation of the availability of the sports facilities, and to the requests made by the International Federations and the IMGA. In any case, in choosing the sports, the following priorities were accounted for:

- 1) Sports with a great tradition both in Italy and in the Region.
- 2) Sports in which a great participation of athletes from neighbouring European countries was foreseen.
- 3) Sports in which costs (organizational) and benefits (participants number and duration of stay) ratio was higher.
- 4) Sports which received a favourable opinion from the Regional Committee and the National Federations.
- 5) Beach and outdoor sports or others for which Lignano and the surrounding area had suitable facilities.

Following the meeting held by the Executive Committee on 2/11/2009, where the financial commitment of the Region for the support of the initiative was officially quantified, it was considered necessary, for economical reasons, to cut down the range of sports to 16, with a reduced budget of 1.645.000 €, a solution officially proposed at the meeting with the IMGA on 7/11/2009:

ATHLETICS	€ 266.000	KARATE	€ 58.400
BEACH VOLLEY	€ 102.350	ORIENTEERING	€ 118.200
FOOTBALL	€ 115.500	HANDBALL	€ 65.000
FUTSAL	€ 33.500	RUGBY (BEACH RUGBY)	€ 70.000
CANOE-KAYAK	€ 61.000	WEIGHTLIFTING	€ 109.500
ROWING	€ 83.800	TENNIS	€ 41.100
CYCLING	€ 120.000	CLAY TARGET	€ 136.000
GOLF	€ 180.000		
JUDO	€ 84.650	TOT.	€ 1.645.000

Eventually, having cancelled football from the programme and made several cuts on the estimates for the programmed sports, it was possible to include a further 6 sports (DanceSport, Fencing, Taekwondo, Archery, Triathlon and Sailing) for the same expenditure, ending up with a total of 21 sports on the official programme.

The programme, with the final list of the 21 sports, was approved by the Executive Committee at the meeting n. 7 on 28/09/2010, less than a year before the competitions.

Among the priorities regarding the last introductions, the directions made by the IMGA were taken into considerable account, that is, to place special attention on a few sports disciplines whose National Federations had shown particular interest in being present in the programme (Dance Sport; Taekwondo, Triathlon) and also to the requests made by some local organizers of a few Federations which have a great tradition in the Region (Fencing, Archery and Sailing) and who proposed to take part in the organization with particularly cheap competition projects.

After having eventually remodeled the accounts, the Sports Area budget was cut down on 22/4/2011 to € 1.424.912.

The 21 sports on the official programme, the data regarding the staff involved and the pertinent budget are presented in the table below.

ATHLETICS	€ 266.000	HANDBALL	€ 48.520
BEACH RUGBY	€ 51.440	FENCING	€ 34.950
BEACH VOLLEY	€ 39.810	WEIGHTLIFTING	€ 63.210
FUTSAL	€ 49.320	TAEKWONDO	€ 35.940
CANOE-KAYAK	€ 69.768	TENNIS	€ 39.340
ROWING	€ 42.720	CLAY TARGET	€ 79.100
CYCLING	€ 120.000	ARCHERY	€ 98.763
DANCE SPORT	€ 18.870	TRIATHLON	€ 45.800
GOLF	€ 96.000	SAILING	€ 59.635
JUDO	€ 25.870		
KARATE	€ 31.550	TOT.	€ 1.424.912
ORIENTEERING	€ 88.896		

The budget of the Sports Area was further reduced a month before the beginning of the competitions to € 1.251.200, following a reduced competition calendar which was adjusted because of the small number of registrations of some sports.



PARALYMPIC SPORTS

The Paralympics, in Italy and in our Region in particular, have a great tradition. The Paralympic activity has drawn attention in Lignano too, because of its great social and moral value, so much so as to be permanently included in the traditional Athletics meeting which is annually held at the Teghil Stadium.

In the last decade many regional athletes have participated both in the Summer and Winter Paralympic Games, contributing with their results in increasing the substantial regional Olympic medal count.

For this reason, the Paralympic competitions could not be left out the EMG programme.

On evaluating whether to include them in the official programme of the games or not, the financial budget was taken into considerable account. For this reason, the idea of their admission was limited to the territory of Lignano (as the accommodation of the Paralympic competitors was planned to be in the facilities of the GE.TUR “Le Vele”, which was ideally equipped) and in this case could be included in the programme of the normal competitions without adding further expenses.

The only exception to this general planning, was made for the two sports scheduled outside Lignano: Clay target and Canoe.

The official Paralympic sports included in the programme resulted being the following:

- 1) Athletics (Fast running and throws).
- 2) Canoe (Sprint for lower limb disabled people).
- 3) Cycling (Tandem).
- 4) Judo (Blind).
- 5) Orienteering (Trail'O')
- 6) Handball (Blind).
- 7) Clay target (Disabled with and without wheelchair).
- 8) Archery (Disabled with and without wheelchair).

In the end, two of these disciplines did not take place due to the lack of competitors, that is to say Judo and Canoe (the latter had no competitors registered because the Italian Paralympic Canoe Championships were held at the same time in Milan, and all the Italians interested in this competition decided to participate in this event).

The participation of Paralympic athletes in 6 sports present in the programme can in any case be very positively considered.



REGULATIONS

One of the main problems that the Sports Area had to face was the creation of the competition regulations, which had to be produced both in Italian and English in accordance with the National Federations and the IMGA rules.

The versatility of the Masters organization, both at national and international level, resulted being so varied that the National Federations' rules and regulations were often in conflict with - or were different from - those of the International Federations. The competitions were “European”, but the participation was personal, and the people did not represent their country. This situation therefore allowed the participation of athletes coming from non-European nations as well, producing this way other occasions of conflict among the regulations of the European Federations and those of the World bodies (Judo and Handball, to give an example), creating more and more problems.

The delay in deciding the final sports programme (which was ready, as already said, at the end of September 2010), and the late designation of some International Delegates, who should have given their support in preparing the regulations, made it impossible for the Sports Area to write the regulations within the end of September 2010, as had been requested by *Sporting Pulse*, the Australian company that was creating the accreditation software.

It was therefore decided to produce, as an alternative, some “information sheets”, with a summary of the general information regarding the competitions scheduled.

These sheets were written for each sport, and contained: some general information concerning the registration and the relevant International Federation; the competition dates; the competition venues; the specialities included in the programme; the age classes; brief notes on important details included in the regulations; registration procedure, deadlines and costs.

They were produced, both in Italian and English, less than a month after the final sports programme was completed, allowing to overcome the difficulty of sending to *Sporting Pulse* all the necessary details regarding the creation of the accreditation software.

The detailed competition regulations for each sport were successively produced and translated in due time in order to publish them on the official EMG website.

GAMES CALENDAR AND GENERAL COMPETITION SCHEDULE

Before the creation of the regulations and the information sheets, the Sports Area worked to prepare the games calendars, the first of which was produced in January 2008 and inserted in the candidature dossier.

Obviously, it was then modified many times, according to the changes in the sports programme, the venues availability, the places hosting the competitions, and so on.

All the following versions of the games calendar were used time after time for the event promotion and included in the reports periodically sent to the IMGA.

The games calendar was modified for the last time a few days before the beginning of the competitions. Due to the low number of participants in some sports, in fact, it was decided to reduce the competition days in order to adjust the calendar to the actual number of athletes, and, consequently, further reduce the organizational expenses.

Apart from the games calendar, the Sports Area also worked to produce and constantly update all the detailed competition timetables (both in Italian and English).

The updating of this last document was particularly hard to produce, however, it was always successfully carried out. It was also considered really useful for the coordination with other organizational areas (Transportation and Medical Services in particular), and for the media as well.

The final games calendar produced by the Sports Area was the following:

GAMES CALENDAR

Opening ceremony	Gender	10/9 SAT	11/9 SUN	12/9 MON	13/9 TUE	14/9 WED	15/9 THU	16/9 FRY	17/9 SAT	18/9 SUN	19/9 MON	20/9 TUE
ATHLETICS	M+W	F		FP	FP	F	F	FP	FP	FP	F	
BEACH VOLLEY	M+W			C	C	C	C	C	F	F		
FUTSAL (Outdoor)	M		C	C	C	C	C	F				
CANOE-KAYAK (Sprint)	M+W	F	F	FP	F	F						
CANOE-KAYAK (Marathon)	M+W						F					
ROWING	M+W								F	F		
CYCLING (Road Race)	M+W								F			
CYCLING (Time Trial)	M+W									F		
DANCE SPORT	M+W								F			
GOLF	M+W					F	F	F		F		
JUDO	M+W				FP	F						
KARATE	M+W						F	F	F			
ORIENTEERING	M+W			CP	FP	CP		FP	FP	FP		
HANDBALL	M+W		F		C	C	F	C	C	F		
FENCING	M+W					F	F	F				
WEIGHTLIFTING	M+W			F	F	F	F					
TAEKWONDO	M+W									F	F	
TENNIS	M+W	C	C	C	C	C	C	F	C	C	C	F
CLAY TARGET SPORTS	M+W	CP	FP		FC	FP		FC	FC			
ARCHERY	M+W				FP	FP	FP	FP				
TRIATHLON	M+W							F				
SAILING	M+W			C	C	F						
	FINALS	2	2	3	7	9	8	10	8	7	2	1

C = competition (qualification) days
F = Finals medals
P = Paralympic Sport

MEDAL CEREMONIES

The Sports Area, through the SOC staff, also organized the medal ceremonies held at the competition venues, according to the guidelines provided by the International Federations and the IMGA, awarding the winner and placegetters of each event and age category. Even if respecting the protocol, all the ceremonies were conducted in a joyful atmosphere, on the notes of the EMG theme created by Alessandra Sgobbi and Alessandro Cironi, and sometimes highlighted by the deep emotion of the athletes on the podium.

In two cases (Rowing and Handball), even if it was in contrast with the general guidelines, the national anthems were also incorporated into the medal ceremonies, which contributed to create an intense emotional atmosphere, and a solemn moment particularly appreciated by the winners. All the winners were also glad to receive as a gadget, a playing cards packet specifically produced in a limited number by *Modiano*, on the initiative of the President of the regional INOC, Mr. Emilio Felluga. Each card represented one of the Friuli Venezia Giulia Olympic medalists of the last 70 years.

The certificates of attendance, which should have been handed over to all the athletes, according to the IMGA contract, were not collected by many competitors due to a misunderstanding.

It was in fact possible to collect them at the accreditation, for practical purposes.

In total approximately 4,082 medals were presented (1,706 Gold, 1,339 Silver, and 1,018 Bronze).



EUROPEAN MASTERS GAMES LIGNANO 2011 - MEDALS				
	ALL	GOLD	SILVER	BRONZE
	4.082	1.706	1.339	1.018
ATHLETICS	1.076	448	362	266
Paralympic Athletics	14	7	5	2
BEACH VOLLEY	129	60	37	32
FUTSAL	80	40	20	20
CANOE-KAYAK	671	275	275	174
ROWING	486	251	156	79
CYCLING	41	17	14	10
Paralympic Cycling	16	8	6	2
DANCE SPORT	15	5	5	5
GOLF	5	1	1	3
JUDO	129	43	40	46
KARATE	105	33	28	44
ORIENTEERING	87	31	29	27
Paralympic Orienteering	1	1	0	0
HANDBALL	324	90	90	72
Paralympic Handball	24	12	12	0
FENCING	70	20	20	30
WEIGHTLIFTING	421	223	120	78
TAEKWONDO	81	25	24	32
TENNIS	76	29	21	26
CLAY TARGET	83	34	28	21
Paralympic Clay Target	6	2	2	2
ARCHERY	103	33	32	38
Paralympic Archery	2	2	0	0
TRIATHLON	29	12	10	7
SAILING	8	4	2	2



COMPETITION VENUES

Since the Venue Area was not created within the Organizing Committee, and there was not a person in charge of managing the relationships with the sports venues, the Sports Area had also to deal with the research of the available facilities. This task was conducted in close cooperation with the EMG Administration Area, which arranged for all the administrative and bureaucratic issues. 73 competition fields or sports halls were employed to organize the Games. The facilities were located in 24 different places: 13 in Lignano, and 11 outside Lignano. At the end of the Games, the table containing the final data of all the EMG Lignano 2011 sports organization resulted being the following:

SPORT	Paralimpici	Atleti	Arbitri giudici	Staff	Volontari	Luoghi di gara
ATHLETICS	Yes	850	123	21	80	Lignano and Gorizia stadium
BEACH VOLLEY		91	5	18	0	Lignano GE.TUR. beach; Finals at Beach Arena
FUTSAL		61	8	9	0	Lignano GE.TUR. artificial fields
CANOE-KAYAK		278	12	12	17	S. Giorgio di Nogaro docks
ROWING		126	9	15	17	S. Giorgio di Nogaro docks
CYCLING	Yes	129	10	24	112	Fontanafredda: Road Race & Time Trial
DANCE SPORT		74	11	3	17	Lignano sport Hall
GOLF		5	4	1	0	Lignano Golf Club; Udine (Fagagna) Golf Club
JUDO		94	14	10	0	Lignano GE.TUR. Sport Hall
KARATE		166	19	13	26	Lignano GE.TUR. Sport Hall
ORIENTEERING	Yes	71	12	8	18	Trail'O' Lignano; Short: Palmanova; Long: Sgonico-Monrupino
HANDBALL	Yes	476	10	10	10	Latisana and Udine sport Hall
FENCING		124	12	10	10	Lignano GE.TUR., Swimming Pool Main room
WEIGHTLIFTING		160	25	11	49	Cervignano Sport Hall
TAEKWONDO		104	16	3	33	Lignano GE.TUR. Sport Hall
TENNIS		88	7	33	6	Tennis Club Lignano
CLAY TARGET	Yes	77	15	5	9	Porpetto Shooting Range
ARCHERY	Yes	147	7	12	30	Lignano
TRIATHLON		55	8	13	32	Lignano GE.TUR.
SAILING		12	6	4	15	Lignano GE.TUR.
TOTAL		3.188	333	235	481	

ANALYSIS OF THE MAIN CRITICAL ASPECTS OF THE SPORTS ORGANIZATION

The minimum number of registrations was not one of the targets assigned to the sports organization. However, some of the main issues that negatively influenced the number of participants, were also faced by the Sports Area, trying to find adequate solutions. Here there are the major critical aspects that influenced the registrations:

- Serious delays in the definition of the budget and the organizational structure, which did not allow the organization to obtain the right to include the European Masters Championships of each discipline in the EMG (in almost every sport, the candidature are usually evaluated and assigned at least three years before the competitions take place). This situation not only drastically reduced the potential number of competitors in many sports (e.g.: Athletics from 4,000 to 850, Judo from 900 to 94; Weightlifting from 700 to 170, just to give some examples that can provide a clear vision of the problem), but it produced a further occasion of competition between the EMG and the official championships, persuading the majority of the athletes to choose the latter.
- The delay in the final approval of the sports to include in the program, which, as previously stated, were agreed less than one year before the start of the competitions, when the calendars of the international federations were already defined. In order to have a promotional benefit, in fact, the EMG program would have had to be included in the calendars of the international federations at least two years before the competitions' start.

The same problem also occurred with the national sports federations, many of which (the major ones, like the football, cycling and tennis federations in particular) even avoided to insert the EMG in their 2011 programs.

In the attempt to reduce the impact of these issues on the registrations, a great job was done in terms of direct promotion of the event, by sending thousands of emails to sports associations, single athletes, national and international federations, and all the European Olympic Committees.

- The registration fee, which was considered absolutely excessive in all sports, particularly if compared with the fees of the majority of similar official events (European and World Masters Championships).
- Bureaucratic problems, created by the Italian Laws regarding competitive sport, which require the athletes to show a compulsory medical certificate, issued by a sports doctor operating in a certified medical facility, declaring the applicant's suitability to compete in the chosen discipline. In Italy this document cannot be self-produced, as it happens abroad, so the Organizing Committee was compelled to ask all the participants to get this certificate. This situation caused a lot of problems to many of them (in particular to the foreign people, to whom was very difficult to clearly explain this issue).
- Bureaucratic problems, concerning the fact that the INOC cannot release sports visas for Masters events. This not only caused an increase in the participation costs for the athletes coming from those countries which require an entry-visa, (the tourist visa is more expensive than the sports one), but also delayed the registration times, since the average time to get a tourist visa is approximately three months. For this reason it was not possible to raise the number of competitors coming from these countries during the last three months, a period which usually represents the registration peak (this also explains the fact that three months prior to the competitions, the majority of the athletes registered were coming from Eastern Europe).
- Another critical element was also the little involvement of the institutions partner of the project, particularly after failing to obtain a direct participation of the INOC by means of a contract with CONI Servizi Spa, which would have allowed a stronger commitment from the national federations and also the possibility of a better dedication from the regional committees of the federations already involved. The local Provinces and municipalities were only slightly involved, and therefore their commitment was much lower with respect to the standards shown six years before during the EYOF 2005.

This element, apparently not important, in some cases had made it more difficult to find a solution for some organizational problems, which could have been solved if stronger synergies had been implemented.

- Some problems also derived from the system used for the online registrations created by "Sporting Pulse", which, in order to identify the nations, did not use the three-letter acronyms, recognized by the IOC, and by now universally applied in all the information systems of the sports events organized everywhere around the globe.

The final data of the registration system, which were sent to the federations for the competition management and the final results production, often did not meet the needs and requests, too. This brought the supervisors of the competition management information systems (each federation has its own system, sometimes approved by the relevant international federation) to manually insert all the data of the registered athletes.

The absolute uncertainty on the number of participants in the single disciplines was a constant problem for the European Masters Games organization, and was the main barrier to a correct organizational planning. The impossibility to make reliable conjectures on the number of

participants (also because there were no previous standards, as the EMG Lignano 2011 were the real first edition at European level), was the main concern that affected a series of subsequent economical (budget) and operational choices (number of competition venues needed, number of staff members to be involved, transportation, etc).

In order to reduce the impact of this serious problem on the organization, it was decided to plan three organizational levels for each sport: the first one with a maximum target of participants, the second with an average target (this was taken into consideration to build the sports programs and the budgets), and a third one with a minimum target, under which it was better not organizing the events.

With the aim of encouraging the participation of at least the Italian athletes, some solutions were conceived, as joining a national competition and the EMG together, when possible (Judo, Orienteering, Weightlifting). This solution also had different, not always positive, effects.

A few time before the registration deadline, as many as 11 sports out of 21 were in a difficult situation due to the very low number of registrations. In spite of this, it was decided to try to save the sports organization, keeping them in the program by planning a series of strategies aimed at recruiting "last minute" competitors.

The registration deadline was therefore postponed. Moreover, some incentives were created and implemented in order to encourage the participation (thanks also to the involvement of "technical sponsors" like the newspapers *Messaggero Veneto* and *Piccolo*, which allowed the local athletes to register at a reduced price).

This strategy caused considerable troubles, particularly regarding the athletes that had already registered, however, at the same time, it can be considered a winning strategy, because it allowed to only cancel one sport from the programme Beach Rugby), and to save all the others, often with gratifying results in terms of final participant numbers (see cycling).

THE SPORTS IN DETAIL



ATHLETICS

Staff: n. 21; Judges, Referees, Time keepers, speakers: n. 127; Volunteers and Organizing Workforce: n. 80; Competitors: n. 850; Competition Venues: Lignano, "Teghil" Stadium; Gorizia, "Fabretto" Stadium

In order to organize the Athletics events, a contract was signed with FIDAL Servizi, which guaranteed a quality standard equal to an international competition. Since the stadium in Lignano did not have all the required features (it only had 6 lanes on the track and one platform for the throwing events), it was decided to use two different venues: the "Teghil" stadium in Lignano as main stadium, and the "Fabretto" Stadium in Gorizia, as secondary stadium. The latter, in addition to the throwing events, hosted the combined events, too. This solution allowed all the other events to take place in Lignano, which otherwise would not have the possibility to host other running events, also considering that on the opening ceremony day the stadium could not be used for any competition.

The competition between the official European Championships and the EMG, which could not be joined together, reduced the number of participants to 850. It was the highest amount of competitors among the 20 sports in the programme, in terms of absolute numbers, however, it puts Athletics at the fourth place regarding the percentage of participants with relation to the average target.

Athletics also had a good number of Paralympic participants, who competed in the Sprint (100 and 200 mt) and Throwing events. These competitions were also valid for the London 2012 Paralympic Games qualifications.

Several Master athletes also participated in the Road Running and Road Walking events, held along the streets of Lignano, which were perfectly organized and did not cause any problem whatsoever.



BEACH VOLLEY

**Staff n. 18; Judges, Referees, Time keepers, speakers: n. 6;
Volunteers and Organizing Workforce: n. 0; Competitors: n. 91;
Competition Venues: Lignano, 14 fields on the GE.TUR beach; 4 fields on the Beach Arena.**

It is a very popular discipline in Europe, so a high number of participants was expected. The men and women competitions, with teams of 2 and 4 players, were organized on 12 fields prepared on the Ge.Tur beach, while the finals were held on 4 fields set up at the Beach Arena. The low number of competitors, however, was balanced by the quality of the participants.



FUTSAL

**Staff n. 9; Judges, Referees, Time keepers, speakers: n. 9;
Volunteers and Organizing Workforce: n. 0; Competitors: n. 61;
Competition Venues: Lignano, GE.TUR, 3 synthetic grass fields.**

After the cancellation of Football, all the expectations were transferred to Futsal. However, the choice to play outdoor, on synthetic grass fields, probably convinced a lot of foreign participants not to register, since they are much more used to playing indoor. Moreover, the registration fee, which was considered excessive, and the need to show a medical certificate to compete, have greatly limited the number of Italian participants, so much so as to think of cancelling this sport from the programme. In the end, a sufficient number of teams entered the competitions, so it was possible to organize the tournaments, which achieved a good level and the audience enjoyed them.



CANOE - KAYAK

**Staff n. 12; Judges, Referees, Time keepers, speakers: n. 14;
Volunteers and Organizing Workforce: n. 17; Competitors: n. 278;
Competition Venues: S. Giorgio di Nogaro Docks, Via Famula.**

Both Men and Women sprint competitions, together with the marathon, were perfectly organized in the S. Giorgio di Nogaro Docks: the river was divided into 4 lanes, 1,000 meters long and 16 meters wide. Two canoes could race in each lane (8 for each heat). This particular subdivision was conceived in order to allow the Rowing races to take place in the same venue, immediately after the Canoe competitions, in order to avoid expensive and difficult changes in the course. Canoe can be considered the best sport among the 20 included in the programme, considering the participations. There were, in fact, 278 competitors, many of whom were coming from Eastern Europe. This put Canoe at the third place in terms of absolute numbers, but at the first place with relation to the estimated target of participants, with a percentage of 111%.



ROWING

**Staff n. 15; Judges, Referees, Time keepers, speakers: n. 11;
Volunteers and Organizing Workforce: n. 17; Competitors: n. 126;
Competition Venues: S. Giorgio di Nogaro Docks, Via Famula.**

The Men and Women Rowing competitions were held in the S. Giorgio di Nogaro Docks, immediately after the Canoe races. There were four 1,000 metres long lanes, each one dedicated to one boat (4 boats per heat). Rowing was deeply damaged by the rivalry with the European Masters Championships, which had taken place in Poznan, Poland, a few days before the EMG. The majority of the master athletes, in fact, chose to participate in this race, also due to the fact that its registration fee was much cheaper in comparison with the EMG one. The great difference between the EMG registration fee, and those of all the other masters events resulted being the main cause of the low number of participants registered. This situation was further worsen by the poor promotional campaigns carried out in due time.



CYCLING

**Staff n. 24; Judges, Referees, Time keepers, speakers: n. 11;
Volunteers and Organizing Workforce: n. 112; Competitors: n. 129;
Competition Venues: road circuit in Fontanafredda**

Considering the high number of participants estimated, three road circuits were organized in the Provinces of Pordenone, Gorizia and Trieste, with the possibility for the first three classified of each race to take part in the time trial in Lignano. However, the low number of competitors registered, which was mainly due to the expensive registration fee, even brought to consider the cancellation of this discipline from the calendar. It was instead decided to reduce the competition venues to one site only (Fontanafredda), trying to obtain a higher cooperation from the Sports Promotional Organizations (UDACE in particular) and to introduce incentives to encourage local athletes to register. In the end this strategy revealed to be successful, since it allowed to keep the discipline in the EMG Programme, with a total of 129 competitors. The same venue hosted the Paralympic competitions (Tandem) too, which registered a good number of participants.



DANCE SPORT

**Staff n. 3; Judges, Referees, Time keepers, speakers: n. 14
Volunteers and Organizing Workforce: n. 17; Competitors: n. 74
Competition Venues: Lignano, Municipal Sports Hall, Viale Europa.**

This discipline was introduced in August 2010, upon request of the IMGA, since the International Federation seemed very interested in participating and willing to cooperate in order to obtain a successful competition. Inserting this discipline in the programme was facilitated by its characteristic of being suitable for the masters activity, and was made it possible thanks to the reduced expenses in other sports budgets and on the basis of extremely low organizational budget estimates. The 36 registered couples offered a great show, with a high competitive and technical level, which was very much appreciated by the audience. The International Federation (IDSF), in the end, considered the EMG an event of great relevance, which was pointed out by the presence in Lignano of its President, Mr. Carlos Freitag.



GOLF

Staff n. 4; Judges, Referees, Time keepers, speakers: n. 1
Volunteers and Organizing Workforce: n. 0; Competitors: n. 5
Competition Venues: Lignano, Golf Club; Fagagna (UD) Golf Club.

For the Golf competitions, it was planned to use all the 7 Golf Clubs of the region, starting from the Lignano Golf Club and, in case of an increase in the number of competitors, successively involving the others, beginning with the nearest to Lignano. The extremely low number of participants, though, made the Committee to consider the cancellation of this discipline. In the end, it was decided to keep Golf into the EMG programme, guaranteeing the event's organization, also with the aim of avoiding the fee reimbursement to the already registered competitors. The competitions were held both at the Lignano and Fagagna Golf Clubs.



JUDO

Staff n. 10; Judges, Referees, Time keepers, speakers: n. 15
Volunteers and Organizing Workforce: n. 0; Competitors: n. 94
Competition Venues: Lignano, GE.TUR Sports Village.

It was planned to use the same competition venue, the PalaGETUR, for all the combat sports in programme (Judo, Karate and Taekwondo), with the preparation of three tatami where the three competitions could have taken place one after the other. Unfortunately, it was not possible to obtain the same success in terms of number of participants as it had been registered in 2009, when the same competition venue had hosted the European Masters Championships (with more than 800 participants). This was due to the fact that the 2011 European Masters Championships had already been assigned to Austria, which created many problems with relation to the number of registrations.



KARATE

Staff n. 13; Judges, Referees, Time keepers, speakers: n. 20
Volunteers and Organizing Workforce: n. 26; Competitors: n. 166
Competition Venues: Lignano, GE.TUR Sports Village.

Karate has a great tradition in Italy, which is the world leader country. This was the first master competition of karate ever, so the participation of 166 athletes can be considered, from this point of view, a huge success. This success, in terms of numbers, for the first Master competition, was made it possible by the great promotion managed by the National Federation (FIJLKAM) and its regional offices, and by the EMG Organizing Committee, which had participated in the Athens World Championships (8th May, 2010), in order to present and promote the initiative.



ORIENTEERING

Staff n. 8; Judges, Referees, Time keepers, speakers: n. 12
Volunteers and Organizing Workforce: n. 18; Competitors: n. 71
Competition Venues: Sgonico - Monrupino (Long), Palmanova (short), Lignano Trail'O.

At the beginning, the Orienteering competitions were supposed to be valid for the European Championships, too. However, it was not possible to achieve this goal, which created a reason of conflict. One of the main problems, at an organizational level, was to create the maps of the competition venues. This operation required technical times not compatible with the Committee's financial means, which were only definitely established during the last months. In order to encourage the athletes to register, it was decided to make the EMG competitions valid for the Italian Championship, but, in spite of this, the number of competitors was low. However, at the same time, the level of the competitions, in which a good number of athletes coming from Eastern Europe participated, was considered high. The competitions were held in Sgonico and Monrupino (Long), Palmanova (Short), and Lignano (Trail'O). In the latter the Paralympic athletes competed, and were then classified, together with the other participants.



HANDBALL

Staff n. 10; Judges, Referees, Time keepers, speakers: n. 10
Volunteers and Organizing Workforce: n. 10; Competitors: n. 476
Competition Venues: Latisana Sports Hall: Udine, Sports Hall (PalaCUS).

Two competition venues were found following the indications provided by the International Delegate, Mr. Doru Simion: the Latisana Sports Hall and the Udine Sports Hall (PalaCUS). It was then prepared the competition schedule regarding both the male and female master tournaments, on the basis of which the European Federation decided to award the European titles to the winners of the various tournaments. This allowed Handball to register a good number of competitors, becoming the second sport in terms of athletes participating in the competitions. On Sunday 11th September a Paralympic tournament (deaf) was organized in the Latisana Sports Hall, with the presence of two National Teams in the competition programme.



FENCING

Staff n. 4; Judges, Referees, Time keepers, speakers: n. 12
Volunteers and Organizing Workforce: n. 9; Competitors: n. 124
Competition Venues: Lignano, GE.TUR Swimming-pool Hall.

Fencing was one of the latest sports to be inserted into the EMG programme, thanks to the great tradition of our region and to a particularly low budget esteemed for the competition organization. The small number of participants registered, with respect to the initial target, (which was mainly due to the delay in inserting this discipline into the programme, and to the consequent impossibility of promoting it in due time), made it necessary to reduce the competition days just some weeks before the start of the event. As a consequence, some of the athletes who had already registered complained about these late changes, and some were reimbursed because it was not possible for them to modify their travel schedule. The competitions proved to be well organized and of an excellent quality level. The interest toward this discipline was underlined by the presence of the European Fencing Federation (EFC) Secretary General, Mr. Max Geuter, who stayed for the whole event.



WEIGHTLIFTING

Staff n. 11; Judges, Referees, Time keepers, speakers: n. 26
Volunteers and Organizing Workforce: n. 49; Competitors: n. 160
Competition Venues: Cervignano, Municipal Sports Hall; Lignano, GE. TUR (Trainings)

With the aim of reducing the organizational costs, the competitions were held at the Cervignano del Friuli Municipal Sports Hall, which already had the necessary equipment and the warm-up platforms. Here the competition stage was also set up in cooperation with the FIPE (the Italian Weightlifting Federation).
Weightlifting is one of the IMGA's traditional sports, with a great organizational tradition in Friuli Venezia Giulia, too. This discipline also suffered from the missed opportunity of hosting the European Championships, and, at the same time, had to face the competition with the European Masters Championships held in Germany in June and the World Championships organized by Cyprus on the first days of October. The Italian Federation gave its support by trying to find solutions in order to increase the number of participants, promoting the insertion of the Italian Master Championships into the EMG.
This put Weightlifting at the forth place in terms of absolute numbers, but at the second place (after Canoe) with relation to the estimated target of participants, with a percentage of 68%.
The International Weightlifting Federation's (IWF) Technical Delegate, Bill Barton, expressed his great appreciation for the sports organization of the event.



TAEKWONDO

Staff n. 3; Judges, Referees, Time keepers, speakers: n. 17
Volunteers and Organizing Workforce: n. 33; Competitors: n. 104
Competition Venues: Lignano, GE.TUR Sports Village

The inclusion of the Taekwondo competitions in the EMG programme was highly supported by the IMGA, and was introduced in the programme in June, 2010.
The approval by the OC was made it easier by the presence in the programme of Judo and Karate, because it would have been possible to use the already existing organizational structures of these two disciplines without adding other expenses further than those regarding the staff and the competition management.
This event was the very first at a Master level for Taekwondo, as it was for Karate (both at national and international level), too. The World Federation expressed its interest in the experiment, also considering it a test competition for the Turin 2013 WMG, which the Federation had already joined.
The Italian Federation (FITA), which was immediately asked for a direct involvement, had given a very superficial support at the beginning, asking its Regional Committee to give all their efforts in the organization. The FITA in the end understood the great importance of the Master movement, and gave its great support, contributing to build a perfect event's organization.
As this was a new experience for the Federation, several problems arose, the majority of which regarding the Rules and Regulations and the number of participants.
The hundred of participants can be positively considered precisely because this event was completely new.
The importance of the event was underlined by the presence of the World Federation (WTF) Vice-President, Mr Park Sun Jae, and of the European Federation (ETU) President, Mr Athanasios Pragalos.



TENNIS

Staff n. 15; Judges, Referees, Time keepers, speakers: n. 7
Volunteers and Organizing Workforce: n. 33; Competitors: n. 88
Competition Venues: Tennis Club Lignano.

It was a discipline of great expectations in terms of participant's numbers, in spite of the obvious indifference of both the National and International Federations.
The EMG failed to live up to expectations due to both a poor promotion (also at local level) and to the series of tournaments that awarded federal points and with a low registration fee, which were taking place in the same period.
In the end, the number of competitors was really low, considering the estimations.
Only with the implementation of a series of local strategies to boost the registrations it had been possible to gather a sufficient number of tennis players in order to allow the tournaments to take place.



CLAY TARGET

Staff n. 5; Judges, Referees, Time keepers, speakers: n. 15
Volunteers and Organizing Workforce: n. 9; Competitors: n. 77
Competition Venues: Porpetto, La Foredana shooting range.

In this discipline too it was expected to have a good number of participants, in fact, it was considered the possibility to use a second shooting range in Campoformido, too.
In the end, the number of registration was much lower than expected, so it was decided to use only one shooting range, which allowed to reduce a lot the expenses.
The competitions were perfectly organized at the Porpetto shooting range, and saw the participation of the paralympic athletes (standing and wheelchair), too, who were classified together with the other competitors.



ARCHERY

Staff n. 12; Judges, Referees, Time keepers, speakers: n. 8
Volunteers and Organizing Workforce: n. 30; Competitors: n. 147
Competition Venues: Lignano, Archery field prepared for the event

It is a very suitable sport for the Masters activity, and it is wide-spread both in Italy and the Northern Europe, and it also boasts a very good tradition in the FVG region (5 Olympic participations and medals by Di Buò). For these reasons the regional Fitarco (Italian Archery Federation) insisted to be part of the EMG programme.
Soon some problems arose, as for example the need to set up the competition field in Lignano and the excessive cost of the targets.
After its inclusion in the official programme, another issue came out: the European Masters Championships were taking place in the same period in Turin (Field Archery), so the Lignano competitions were limited to the Target Archery.
In spite of this, the Archery competitions registered a good number of participants, among which there were the Paralympic athletes (standing and wheelchair), which competed and were classified with the other athletes.
The competition level was considered excellent, so much so that some World records were set.



TRIATHLON

Staff n. 13; Judges, Referees, Time keepers, speakers: n. 8
Volunteers and Organizing Workforce: n. 32; Competitors: n. 55
Competition Venues: Lignano, GE.TUR sea (swimming), GE.TUR park (running) and Lungomare Adriatico (Cycling).

The Triathlon competitions were inserted in the programme upon request of the IMGA. It is a very practiced discipline both in Italy and Europe. Its insertion in the programme was facilitated by its features, which perfectly matched all the requirements defined at the beginning by the OC regarding the sports to be chosen, and by the fact that it was possible to organize the competitions on the beach, being it considered a “beach sport”. In spite of this, this discipline suffered very much in terms of registration numbers. One more time, this was due to the late promotion of the event and to the high registration fee, since the other numerous Triathlon competitions usually have very cheap registration fees if compared with the EMG’s.



SAILING

Staff n. 4; Judges, Referees, Time keepers, speakers: n. 6
Volunteers and Organizing Workforce: n. 15; Competitors: n. 12
Competition Venues: Lignano, sea and Beach Arena

Sport of great tradition and very practiced, both in Italy and Europe. Following the minimum number of registration received, it was decided to limit the competitions to the Windsurf category only. The Sailing calendar was modified in order to allow the registration of many surfers who had just participated in a World Championship race held in Spain. The organization was postponed and assigned to the local Sailing Club (YCL), in cooperation with the regional FIV (Italian Sailing Federation) These choices allowed to organize with low expenses the Windsurf races, which, in the end, registered a great success.

CONCLUSIONS AND COMMENTS

In conclusion, despite the several operational difficulties, it can be said that all the organizational goals established for the EMG Sports Area were fully achieved. All the competitions were organized with quality standards equal to those of the big international events, and all the competitors found a welcoming place and well organized competitions, which, with the contribution of the good weather, helped to leave a positive memory of Lignano in all the participants. Several were the approvals gained by the EMG Organizing Committee for its organization and technical commitment. Thus, we would like to quote a passage from the letter sent by the President of the International Weightlifting Federation (IWF), Mr. Bill Barton, the day after the end of the competitions, when he left Lignano: *“Normally, during all the World and European Masters Championships, almost everybody refer to me in order to talk of their small problems or to complain, and this is normal to me and I accept it. At the European Masters Games, instead, I did not receive any complaint and, on the contrary, many athletes expressed their joy of being part of the competition, of the Games and for the hospitality received, typically Italian. I therefore can simply affirm that everyone returned home happy.”* This positive comment was confirmed by the several event's satisfaction questionnaires filled out by the participants. Beyond the simple evaluation of the number of participants, by deeply analyzing the EMG experience, it can be certainly affirmed that the Games have been a good calling card for Lignano, the “city of sport”, and have helped to boost the close relationship between sport and tourism. The joining link between these two sectors, which has not been found so far, can definitely be the Masters activity, which represents the highest expression of sport and tourism linked together.

THE SUPPORT OF PROMOTUR S.p.A.

In response to the request by the Regional Division for Industry and Tourism of Friuli Venezia Giulia (FVG), Promotur SpA was selected for managing a number of areas in the organization of the European Masters Games. The agreement dated 16.05.2011 established that Promotur SpA would be responsible for the administrative management of, and the expenses related to, the following areas:

- Sports Organization;
- Installations and Fittings;
- Security;
- Medal Ceremonies.

The total amount estimated for the implementation of the required activities amounted to € 1,100,000.00 (including VAT); the budget estimates were revised downward at a later stage, also as a consequence of a lower participation of athletes than initially expected. The final budget estimates therefore amounted to € 965,000.00 (including VAT). Promotur S.p.A. therefore organized its work plan for the management of the agreed activities, employing its own staff. In detail, the following activities were carried out by Promotur:

ORGANIZATION OF SPORTING EVENTS

For the field management of competitions in specific sports, framework agreements were made with sports federations and / or individual sports associations affiliated to the federation. Such framework agreements were agreed in advance with the Organizing Committee, in particular as regard to the type of service to be provided. They established rights and obligations of the parties responsible for the specific organization of the competitions. Promotur S.p.A. was also responsible for monitoring the activities implemented by individual Organising Committees. For some sports, it was necessary to intervene directly in the acquisition (purchase and / or rental) of the equipment needed for carrying out the competitions. So, for the orienteering competitions, maps and materials needed for the race were provided; for the archery competitions, the following were provided: the preparation of the competition field; the rental of the gazebo, platforms, containers and the large screen, as well as various consumables and transportation costs of the equipment on loan by the Federation. The following were rented for all sport competitions: buses, gazebos for race courses and competition fields, containers, mobile barriers, portable toilets and two-way radios that were used for outdoor sports. In addition, a standard supply of stationery was provided for the competition offices of every sport.

INSTALLATION AND FITTINGS

The installation of the functional and operational centre of the European Masters Games falls under this item. A large tensile structure, consisting of 3 marquees, served for all common steps of the event: accreditation, registration, information, catering, side events, etc.. Promotur S.p.A. oversaw the selection of the supplier through public tenders, the installation of the structure, as well as the setting up of all the necessary facilities (electric power, water, furniture, toilets, etc.) and the final dismantling. The structure was also provided with the computer equipment, defined through specific wiring of workstations and group multimedia stations; the supplying of the computer equipment was assigned to Insiel, operating in agreement with Promotur SpA, and according to the requirements defined by the Organizing Committee. To make the structure accessible, the paperwork and administrative procedures related to the inspection by the provincial commission of supervision of public entertainment premises were initiated and completed. The installation was then accessible to users in compliance with all applicable regulations regarding safety, as well as the aspect related to the security “management” referred to in the next section.

SECURITY

The activities related to security included entering into agreements with companies responsible for managing access control procedures and for the night surveillance of selected outdoor competition venues and of the main functional and operational centre. Moreover, hostesses and stewards service was provided for the opening ceremony.

MEDAL CEREMONIES

For the awards a provider was identified for the production and supply of all the medals and cups for the winners of the competitions. The design of the medals was cured by the Marketing Area of EMG 2011. Promotur S.p.A. engaged its own dedicated staff to implement activities in these areas. It also intervened (with the approval of the Organizing Committee) in the purchases and / or supplies of certain equipment that had not been initially foreseen. These additional costs, together with the changes made to the functional and operational centre, made with larger structures than originally expected, led to a slight increase in the costs, that at the end amounted to € 1,015,668.89 (including VAT). The final financial report has, however, highlighted significant savings under the budget line related to the organisations of the sport events.

Publishing & Visual Identity

This sector had a very important role in the support of the Organizing Committee: it was in charge of the creation, printing and dissemination of the materials for the promotion firstly, and for the activities carried out by the Committee, successively, both before and during the EMG. In particular, once all the promotional activities - which are described in the specific chapter - had been carried out, the Committee considered the possibility to dress and customize all the competition venues as well as the whole Lignano Sabbiadoro, with the double aim of involving the town in the event and giving an appropriate welcome to all the participants.

The expenses of the printed materials were shared between the Turismo FVG (until a few months before the event started) and the Organizing Committee.

Turismo FVG conducted a tender in order to assign the graphics services to an external company, which had the task to design the graphics of all the event's materials and, successively, closely cooperated with the Committee's Publishing Area in a very efficient way.

The following materials were produced for the event:

- Advertising billboards for the competition venues and backdrops for the medal ceremonies
- Competition and registration regulations, with appropriate document folders
- Different posters (5,000)
- Postcards + postal cancellation mark (5,000)
- Event's Guide (Games Guide - 10,000)
- EMG brochure (40,000)
- Stickers (5,000)
- Counter displays for shops and commercial activities in Lignano (500)
- Decals (500)
- Vertical banners (250)
- Lanyards (15,000)
- IMGA flags and EMG 2011 flags in different formats
- PVC banners 6x1 m
- Non-woven banners (10,000 m)
- Shuttle bus (SAF company) timetables
- Signs for the ceremonies' parades
- Signs for the customization of the Games Centre
- Roll up banners
- Bib numbers, PVC competition stickers

The Publishing Area also created the graphics design of the medals awarded to the winners, which were purchased by Promotur S.p.a., as explained in the previous chapter.



General Services

GENERAL SECRETARIAT

The General Secretariat represented the organizational heart of the EMG 2011. It acted as a link among the several public bodies involved in the organization of the event. (Region, TurismoFVG, Municipality of Lignano Sabbiadoro and all Municipalities which hosted the competitions in programme).

Since June 2010 it worked on a series of tasks such as: managing meetings and minutes taking; attending to telephone calls; attending to correspondence on paper/files; preparing texts to be published on the homepage and revision of published material; calling for tenders (accommodation, catering, shuttle service, cleaning service, insurance, etc.), and preparing the related agreements; attending to correspondence with the Municipal Administrations, commercial activities, accommodation facilities and restaurants in and outside Lignano. Moreover, it prepared various types of printed material (opening ceremony invitations, indications for the athletes on how to gather for the opening ceremony, sports and entertaining events programmes and flyers, day tours and boat excursions programmes, TV schedule news, accommodation form for all the facilities, event evaluation form, shuttle service correspondence and programmes, etc.);

The General Secretariat has also started and kept contact with Consulates and Embassies for the issue of "Tourist Visas" to participants and took care of the several supplies (water, stationary, printer and copier toner), offices' set up, cleaning service of offices, competition venues and gathering spaces, different translations and all payments the Organizing Committee had to make.

The General Secretariat ensured the daily opening of the EMG Headquarters and the Info Point at the Games Centre, arranging and monitoring the activities of the staff and volunteers who were assigned to this area.

ACCOMMODATION AND BOOKING

The Organizing Committee took upon itself the costs for room and board of the staff in charge of organization, a part of the volunteers, judges and referees, media representatives and guests invited to the event.

REFEREES AND JUDGES

The Referees and Judges of the sports disciplines held in Lignano were accommodated at the Ge.Tur Sports Village, in two-bedded rooms with full-board. The dinner was guaranteed until 11.00 pm, and all those who could not go back to the Village to have lunch, either received a lunch box or had the possibility to eat at the Games Centre restaurant.

The Referees and Judges of the disciplines taking place outside Lignano (Athletics, Weightlifting, Canoe-Kayak, Handball, Clay Target and Orienteering), were accommodated in hotels in close proximity to the competition fields, and had the possibility to eat at the partner restaurants or at the venues equipped with food services.

VOLUNTEERS

All the volunteers working for the Organizing Committee (Games Centre, Administrative Department, info desk, accreditation, transports, excursions, side events, interpreting service, staff and Federations support, etc.) and all those recruited by each Sports Federation and assigned to the competitions management, were accommodated at the Ge.Tur. Sports Village, in two to four-bedded rooms with full board.

The volunteers working at the Games Centre had the possibility to eat at the Games Centre restaurant.

All the volunteers recruited by the Weightlifting, Clay Target, Canoe-Kayak, Rowing, Orienteering, Handball and Cycling Sports Federations, and all those who did not stay in Lignano, had the possibility to eat either at our partner restaurants or at the venues equipped with food services.

During the event the organizational staff, the volunteers and the judges and referees received and used 3,489 meal vouchers divided as follows:

- 1,097 - Games Centre restaurant
- 2,046 - partner restaurants or competition venues equipped with food services
- 346 - Ge.Tur. restaurants

PARTICIPANTS' FOOD AND BEVERAGES

The athletes and accompanying persons had the opportunity to eat at the Games Centre (10.00 €), at the Ge.Tur. Sports Village (16.00 €), or at the partner restaurants both in Lignano and in the other locations hosting the competitions, which granted the participants a 10% discount on their prices.

MEDIA

The Press Office staff and journalists were all accommodated in the same hotel. They could eat either at the Games Centre or at a partner restaurant, with the possibility to dine until 11.00 pm or even later.

HOSPITALITY FOR PARTICIPANTS

Special reference needs to be made to the hospitality of the athletes and the persons accompanying them. The Organizing Committee invited the several competition cities, Lignano in particular, to offer participants extremely profitable holiday packages, being the event scheduled in a time considered as low season. The Organizing Committee also carried out many involvement actions towards local tourist operators (Hotels, real estate agencies, bars, restaurants and shops) in order to encourage them to offer all participants a sign of the Region's hospitality. In order to provide the participants with accommodation options, some specific agreements were signed with the Consorzio Lignano Vacanze (hotels + apartments) and with other accommodation facilities not included in the Consorzio, such as hotels, camping sites and the Ge.Tur Sports Village, which is provided with modern facilities accessible for Paralympic participants, too. The Consorzio Lignano Vacanze activated a website dedicated to the EMG in order to allow the accommodation online booking, whereas the Agenzia Turismo FVG implemented the online booking section of its own website, in particular for all competition cities outside Lignano. At the end of June 2011, a promotional offer was launched, consisting in a 10% discount on all hotel rates, with the aim of encouraging the participants to book through the EMG website, (previously, a 5% discount was granted until 16th May 2011 only). The data collected at the end of the event showed that just 20% of the participants used the two online reservation systems provided and preferred to directly contact hotels and real estate agencies or use the main online search engines. The accommodation booking analysis revealed that the majority chose to stay at 2 - 3 star hotels or camp-sites, with an average of 3 - 4 overnights. The groups coming from Eastern Europe, with athletes mainly participating in the various Athletics disciplines or in the Canoe-Kayak competitions, stayed from 7 to 10 days.

INSURANCE

One of the duties of the Organizing Committee was to take out insurances for the several risks connected to the whole event. It was supported in this by an international broker (AON). The amount paid for the several insurance coverage totalled about €. 50.000,00. Although the contacts were started in July 2010, the insurance could only be taken out short before the event began. One of the most complicated aspects of the entire organization of the EMG 2011 consisted in the fact that the Italian Federations involved needed the enrolled athletes to produce a medical certificate for agonistic activities. This was no big problem for the Italian athletes, for whom it is a normal activity to undergo every year a medical check up for the issue of the aforementioned certificate. To the athletes coming from abroad this obligation was completely unknown; as a matter of fact their countries of origin only require the athletes who wish to take part in a competition to sign a declaration in which they take responsibility for their health. Therefore this obligation could have had serious consequences on the number of enrolled athletes. Another problem to be faced, was the participants' medical assistance. All EU citizens possess the TEAM card, allowing them to benefit from medical assistance even outside their country of origin. Non EU citizens, on the contrary, do not possess this kind of card, apart from a few countries with which Italy has signed assistance agreements (for example Switzerland). Therefore in order to allow the highest number of EU and non EU athletes possible to take part in the competitions the Committee has established some compulsory conditions for the participation in the EMG:

- possess of the medical certificate of fitness to compete in the sports discipline in which the athletes wished to enrol, for this purpose the Organizing Committee has conceived a facsimile of the certificate that had to be filled out, stamped and signed by a doctor of the country of origin;
- should the participants not possess the TEAM card (European Card of Insurance against diseases) they had to take out a personal insurance against injuries;

- Participants not provided with the aforementioned insurance were given the possibility of taking it out at the Game Centre with the insurance company of the Organizing Committee.

These requirements have been thoroughly checked at the accreditation desk at the Games Centre. 55 insurance policies have been taken out at the Game Centre in order to complete the enrolment in the competitions.

VISAS

It must be pointed out that the EMG are not recognized by the Italian National Olympic Committee (INOC), therefore the participants coming from non European countries had to apply for a “tourist visa”, which requires a more complicated and expensive procedure than a “sports visa”. In fact, to obtain a “tourist visa” the applicants have also to be able to prove that they have sufficient economic resources to cover all the expenses, and they have to take out a health insurance policy. This policy was also sufficient for the EMG Committee, which required the participants to take out a similar policy if not in possession of the European Health Insurance Card and/or not affiliated to any Italian Sport Federation. In order to reduce the visa processing times, each application was supported by the EMG General Secretariat, which contacted the related Italian Embassies and Consulates, obtaining an effective collaboration. The applications to obtain a tourist visa supported by the EMG were 624, subdivided as follows: 287 participants from Ukraina, 291 from Russia, 8 from Belarus, 2 from Turkey, 29 from Moldavia, and 7 from Azerbaijan.

SHOPS AND OTHER COMMERCIAL ACTIVITIES

169 commercial activities in Lignano (from clothing and gifts shops to restaurants, jewelers, discos, etc.) accepted to join the Organizing Committee's initiative aimed at granting a 10% discount on all products to all the participants with a valid accreditation pass during the event. In order to make them easily recognizable by the participants, all the EMG shops and commercial activities showed at their entrance and on their windows a decal of the event.

GAMES CENTRE

Following the considerations made during the visits of the other master events, the Organizing Committee pointed out the need to make a place with ample capacity available, the Games Centre, in which concentrate the majority of the services meant for the participants: accreditation, welcome bag collection, general information centre, sports information centre, insurance, transportation, excursions, medal carving, massage area, internet area, exhibiting spaces, merchandising, restaurant and so on. As all the sports facilities in Lignano Sabbiadoro were already meant to host the different sports facilities, the Organising Committee decided to create the Games Centre using a large tensile structure and place it on the area of the weekly market next to Municipal Stadium of Lignano. Following the Organizing Committee's advice, Promotur had the structure built up by a qualified contractor; it became the operational centre of the EMG, where athletes, the persons accompanying them, managers, trainers and staff were obliged to go in order to complete their enrolment and collect the accreditation. The structure, consisting of three marquees, covered a surface of 3.250 square metres and could host 1.500 persons simultaneously. The Games Centre was officially opened on September 7, that is to say three days before the beginning of the EMG. In the large entrance hall 14 accreditation desks were made available, open from 7.00 am to 10.00 pm, the insurance area posts and the information desk. The staff who was assigned to the Info Desk had the following tasks: giving information on the excursions and selling excursion tickets; giving information and indications on how to reach the tourist attractions in our region; collecting all the participants' mail and forwarding it after applying the EMG Postal Cancellation Mark; managing the shuttle service; welcoming participants at the airports; handing out meal vouchers to the volunteers and the EMG staff; managing the lost & found desk; giving information on the events; preparing the general information material and the sports material when the staff or volunteers assigned to the sports area were not present or too busy; provide information on the shuttle service to the competition venues in and outside Lignano (when the related info desk was not open); managing the problems regarding the participants' visas (no show or participants stopped at other nations' customs); helping visitors to find accommoda-

tion and solving problems arising from the relationship with the accommodation providers; providing assistance during the evening events at the Games Centre and during gadget distribution.

The Sports Area at the Games Centre, open daily from 8.00 a.m. to 9.00 p.m., included 20 posts assigned to the sports federations that gave detailed information on each sports discipline in programme. The posts for the collection of the welcome bags were there too.

The adjoining marquee hosted the info-point of the Agenzia Turismo FVG, the IMGA booth, the exhibiting stands of the World Masters Games Turin 2013 and the European Masters Games Nice 2014, the medal carving booth, the Lignano Spas booth with the free massage posts, a coffee bar, the merchandising space, the internet point, with a series of free of charge posts available for all accredited people, the car rental desk and the desk for the purchase of internet sticks and SIM cards.

The third marquee gave room to the Games Restaurant, a self-service facility open daily from 12.00 p.m. to 3.00 p.m. and from 6.00 p.m. to 9.00 p.m.. On the occasion of the evening events of September 16, 19 and 20 the service was extended.



TRANSPORT SERVICES

As per contractual agreement, the Committee provided free of charge transport service to and from the competition venues and inside the town of Lignano to all the participants.

The transport service, which was at the total expense of the Organizing Committee, was divided into four areas:

- 1) local transport service in Lignano Sabbiadoro through public buses;
- 2) transport service to and from the competition venues outside Lignano through shuttle buses;
- 3) transfer service to and from the airports and train stations;
- 4) Organizing Committee fleet

For the first two points, an agreement was signed with SAF Autoservizi S.p.A., the company appointed for the urban transport in Lignano Sabbiadoro and the local public transport outside Lignano. The service was directly coordinated by the company, which provided the Committee with an operational staff, supervised by the mobility manager, who drafted the whole transport plan and acquired all the necessary authorizations from the Udine Province administration, being it the competent authority.

The plan included an integration to the existing bus service in Lignano Sabbiadoro by means of a daily bus service composed of two lines that ended their route at the Municipal Stadium, available from 7.00 am to midnight and leaving every 10 minutes. The number of bus stops was increased in the various key points in Lignano Sabbiadoro, chosen by the Organizing Committee. Each bus stop was characterized by appropriate EMG signs. All the accredited persons had free access to all the buses by showing their accreditation pass or the EMG FVG CARD. The SAF Autoservizi S.p.A. provided 6 buses customized for the event, which covered over 21,000 km during the entire event.



The transport service to and from the competition and training venues outside Lignano (Latisana, Gorizia, San Giorgio di Nogaro, Palmanova, Porpetto, Udine, Fontanafredda, Monrupino, Sgonico), which was free of charge for all the accredited persons, was conducted with dedicated coaches, which left and arrived at the Lignano Sabbiadoro Municipal Stadium in connection with the Lignano buses schedules, at both departure and arrival times.

Moreover, the shuttle service was integrated on the occasion of the opening ceremony, which allowed participants and spectators to disperse easily. In total, 145 days of bus service were calculated, covering over 22,000 km.

TRANSFER SERVICE

The transfer service to and from the airports and train stations was on payment for the participants. The OC appointed a company specialized in this sector to provide for this service.

The transfer service was intended to cover the route from the Venice and Trieste airports to the accommodation facility and vice versa, by using cars and minivans of different seating capacity and costs.



The price - intended as a contribute to the cost - was set at € 35,00 from Venice Airport and at € 30,00 from Trieste Airport. A discount was also granted to pre-established groups of at least 6 persons. Moreover, the groups of over 40 persons had the possibility to use a bus hired from SAF Autoservizi S.p.A., appointed for the local transport in Lignano Sabbiadoro and to the competition venues, at rental costs only.

At the Games Centre info-desk, it was possible to book the transfer service for the departure only, and many participants decided to take advantage of it, thanks to the lower prices in comparison to those of the taxis and the public transportation. This allowed the organization to cover the expenses and obtain a little income. A welcome letter was prepared for the participants, containing both some logistics information and some news regarding the

side events taking place during the Games. To complete the information procedure for the participants, all the means of transportation carried an identification sign.

ORGANIZING COMMITTEE FLEET

With regard to the fleet of vehicles needed by the Committee, a tender was conducted in order to choose a specialized company, which was won by the Autosystem Spa. It provided a series of cars and vans necessary for the operational needs of the organizing staff and, upon request, the vehicles for the participants. The service was directly managed by the Autosystem, which had its appropriate desk at the Games Centre.

In total, the OC used the following vehicles, covering over 51,000 km:

- 11 cars for organizing staff and guests transportation;
- 4 Ducato Maxi vans for goods transportation;
- 18 minivans with 9 seats for judges, volunteers, medical staff, organizing staff;
- 11 minivans with 7 seats for judges, volunteers, medical staff, organizing staff.



MEDICAL SERVICES

The medical service plan for the EMG competitions, trainings, ceremonies and social events was the result of a close cooperation between some local institutions (ASS 5 Bassa Friulana - the Local Health Unit - and the 118 - emergency medical service centre- of Udine, Gorizia, Trieste and Pordenone) and non-profit organizations (Sogit, Red Cross, Green Cross, Misericordia Bassa Friulana). The medical service plan was progressively elaborated in order to adapt it to the event structure, and had its last and final update a couple of days before the beginning of the competitions, with the endorsement of the delegates of each Sports Federation.

The prepared plan managed to meet all the medical requirements, and, in particular, it covered all the single events, according to the timetable agreed. Moreover, thanks to a good flexibility coordinated in real time, it managed to face some changes in the sports calendars, which were frequent in particular for disciplines such as Tennis and Futsal.

The emergency teams were formed according to the plan and the on-site medical service was active at all competition venues, as well as at the warm up areas, when requested.

The volunteer medical teams (on foot or by bike), gave additional support to the already present medical staff along the courses of the long-distance road competitions, strengthening the medical service system with the aim of ensuring the safety of every participant. Moreover, a very efficient support was provided by the Civil Protection, for the water-based competitions in Lignano, and by the safety boats of the San Giorgio di Nogaro Boat Club, for the competitions held in San Giorgio di Nogaro.

The 118 - emergency medical service centre- of Udine, which activated a 12h emergency service to manage the calls directly coming from the Games, was a useful means of coordination and management of the operations and of the few assisted shuttle services from and to the hospitals. The team of the Geriatric Medicine Course of the Trieste University investigated over 60 athletes belonging to the 65+ age group, through some screening tests aimed at assessing their anthropometric, functional and nutritional parameters. The athletes were recruited at the competition fields, where they received appropriate information.

An approximate evaluation showed that the athletes participating in the various competitions had good standards of training and higher levels of resistance to stress, in spite of their often advanced age, which enhances the risk of having major medical needs.

SUMMARY OF THE MEDICAL CASES TREATED

The majority of the cases treated were related to typical events of the competitive sports activity, and can be considered minor traumatic injuries, both at skeletal and ligament-muscular level. Our records show two shoulder dislocations reduced on site; a few cases that required further examinations and/or radiologic exams, all treated as first aid cases.

Some lacerated and contused wounds (that required on-site surgical sutures) that occurred in contact sports (such as martial arts, handball and futsal); a Russian female cyclist required hospital admission in Pordenone after falling off of her bicycle, which caused her a shoulder trauma.

During the long-distance competitions (10-20km Walk Road), 10 athletes over 75 needed an ECG screening to check their vital parameters after their sports performance. The recovery phase was completed in total safety and in the normal physiological times. Nobody required hospital admission.

The 118 Central Unit coordinated the centralization of 15 cases, which were sent to the Latisana (6), Udine (2) and Palmanova (2) hospitals and 5 at the Lignano first aid station. The priority codes assigned to these patients were distributed as follows: 1 Yellow code, 6 Green codes and 8 White codes (where Yellow stands for "moderately critical cases", Green for "not very critical cases" and White for "not critical cases"). The 118 Central Unit was also very useful to help checking the daily presence of the emergency teams at the competition venues and coordinating the transfer of the teams in case of changes in the competition programs or timetables.

CASES FOR COMPETITION VENUE

Lignano: 57 cases in total (10 Yellow, 14 Green, 33 White codes).

Latisana: 5 cases in total, (3 White codes, 2 surgical sutures).

Gorizia: 63 cases in total (14 Green and 49 White - no hospital admission)

Monrupino, Sgonicco, Palmanova: 10 White and 1 Green codes.

S Giorgio di Nogaro: 4 White codes

Udine: 15 White codes treated on site, 1 White and 1 Green codes sent to hospital to be better examined, but dismissed straightaway.

Fontanafredda: 2 Green codes, 1 treated at the Pordenone first aid station and dismissed straightaway.

Porpetto: 2 White codes.

The budget attributed to the medical sector, as agreed among the Region, the Organizing Committee for the EMG and ASS 5, appointed as

body of reference and in charge for the specific administrative management, totalled about €. 200.000 and was entirely covered by the Regional Health Direction.

According to the agreement signed with the Host City, the Organizing Committee bore the costs for the performing of 12 anti-doping controls from the Italian Federation of Sports Doctors. The anti-doping team was led by Doctor Stefano De Carli who was helped by volunteers specially gathered by the Committee. The controls were of the normal kind, with standard time of response. The Anti-doping Laboratory of Rome, accredited by WADA, was in charge of the analysis of the samples collected.

DOPING CONTROLS

According to the agreement signed with the Host City, the Organizing Committee bore the costs for the performing of 12 anti-doping controls from the Italian Federation of Sports Doctors. The anti-doping team was led by Doctor Stefano De Carli who was helped by volunteers specially gathered by the Committee. The controls were of the normal kind, with standard time of response. The Anti-doping Laboratory of Rome, accredited by WADA, was in charge of the analysis of the samples collected.



PUBLIC SECURITY

The public security plan for athletes and persons accompanying them, some of whom coming from countries considered “at risk”, was conceived and coordinated by the “Questura” of Udine on behalf of the Prefettura and has involved the State Police, Carabinieri, Guardia di Finanza, Guardia Costiera, Town Police of Lignano and the Fire Brigade.

The plan for the access surveillance and management of security in the competition venues and during ceremonies was managed and paid for by Promotur S.p.A.

The personnel of the law enforcement bodies totalled 80 persons, in addition to the 100 persons of the surveillance service organized by the Organizing Committee.

This deployment of forces guaranteed a smooth running of the competitions, ceremonies and side-events.



VIP PROGRAMME

The VIP were all accommodated at 4 star hotels. They did not require any special program, therefore they were only invited to participate in the events included in the calendar. The Organizing Committee assigned to some members of the staff the task to constantly assist them, providing them with the transfer service to and from the airports.



Volunteers

As for all the major sports events, the Organizing Committee needed the support of several volunteers to employ in different areas. With regard to the EMG 2011, the volunteers were split up into two main groups:

- Sports Area volunteers
- General Services volunteers

The recruitment of the Sports Area volunteers was conducted by the single Federations, with the cooperation of the relevant sports associations based in the region and in the rest of Italy. This made their employment easier, since the majority of them was composed of athletes practicing the sports in which they were operating. 481 volunteers, who can be considered “specialists”, were employed in the Sports Area. During Games time, the Volunteers Area managed 240 volunteers, divided as follows:

- 48 from the “Primo Nebiolo” Association coming from Turin;
- 9 “Lido Sport Volunteers” Association,
- 45 recruited after a selection interview (See Appendix A - Interview Form),
- 114 students of the “Istituto Tecnico Turistico P. Savorgnan di Brazzà” in Lignano Sabbiadoro,
- 22 pupils and 2 teachers of the Tavagnacco Comprehensive School (Middle School - Third year - Sports Project)

VOLUNTEER AREA GOALS

- Assigning the volunteers to the O.C. areas and to all the event venues, according to the specific requirements (numbers, characteristics, positions);
- evaluation of the event volunteers’ needs (willingness, preferences, abilities, skills).



VOLUNTEER AREA MAIN ACTIVITIES

Pre Games time

Planning

Volunteer planning (number of volunteers per area and venue, characteristics, language abilities, dates of work, shifts, preferences, willingness, abilities, skills);
Selection, training, role assignments, volunteer operations management. Contingency plan;
Volunteer reallocation plan for those sectors that need a reduction in the number of volunteers in the second part of the event;
Inspection of all the venues (both competitive and non-competitive);
Benefits planning.

Recruitment

- Registration form collection;
- local Event Communication Campaign;
- functional area software development (online form);
- recruitment procedure:

- via online form;
- via agreements with the local schools;
- via agreement with CUS Torino (University Sports Centre of Turin)

The volunteers were allocated to 10 different areas:

1) Accreditation, 2) Language Assistance, 3) Logistics, 4) SIC/Sport Assistance, 5) Info Desk Assistance, 6) Technology, 7) Press, 8) Web Area, 9) Marketing, 10) Ge.Tur. Assistance, in addition to the Antidoping Examination Service.

Before the beginning of the Games, the “Policy Staff” for all the functional areas was prepared with the collaboration of the “Primo Nebiolo” Association, with the aim of defining a general procedure to be followed when interacting with the volunteers or the Volunteers’ management. Every day the volunteer check in and check out procedures were carried out.

A group of “overall” volunteers was selected in order to meet the “last minute” requirements of the various functional areas and to clean daily the Games Centre and the Athletics stadium, where the General Secretariat was located.

All the volunteers received the following equipment:

- rain jacket
- shorts
- t-shirt
- polo
- cap
- shoulder bag

All the recruited volunteers worked with enthusiasm, willingness, competence and politeness, giving their essential contribute to the ultimate success of the event.



Events and Culture

In preparing the schedule for the ceremonies and social events, on the one hand, the Organizing Committee (OC) wanted to introduce to the participants a location and a region that are little known, and on the other hand, it wished to involve the community in this “great happening”, bringing the participants among people, organizing events in different parts of the city.

To create a connection among athletes, Lignano and the Games, commissioned the composition of a hymn that would offer to the participants an additional memory of the atmosphere experienced in Lignano and in Friuli, linking it, in particular, to the opening ceremony and awards. The hymn was composed by Alessandra Sgobbi and Alessandro Cironi.



OPENING CEREMONY

The opening ceremony was held on Sunday, September 11, 2011 at the Municipal Stadium in Lignano Sabbiadoro and it was entitled “Fun, Impressions and Memories in the Multicultural Heart of Europe.”

Under the direction of Renzo Carbonera, a young director from Friuli, the OC wanted to:

- Have people experience a location and region that have much to offer: the sea, an international appeal, and the openness and welcoming spirit of an historically multicultural area on the border, in the heart of Europe;
- get the athletes actively participate in the ceremony;
- celebrate Italy and the 150th anniversary of its unity;
- convey a feeling of dynamism and entertainment by appealing to the memories of the '60s, '70s and '80s.

For the ceremony, OC involved regional artists of high international level in the field of music, dance and choreography.

The ceremony, opened by an exhibition of vintage cars and scooters with music of the '60s, continued with a parade of athletes, coaches and trainers.





After that, OC introduced numerous dance, music and gospel choirs events, which entertained the large audience: Northern Lights (dj set), ADEB Dance School, Fiodanza, Adriano Del Sal, Rudy Fantin, Marco Melchior, and Glauco Venier Trio. Soprano Sonia Dorigo, accompanied by the Friuli Venice Gospel Choir, sang the national anthem.

During the ceremony, OC wanted to remember with a minute of silence the tenth anniversary of the World Trade Center terrorist attack in New York City, on September 11, 2001.

The Regional Councilor for Business Activities, Federica Seganti, officially declared the Games opened.

The athlete's oath was announced by the multi-medalist karateka Giuseppe Formenton from Lignano.

The ceremony ended with an exciting fireworks display.

SOCIAL EVENTS

A list of all the social events prepared by OC follows; all the social events were free admittance for accredited individuals.

MONDAY, SEPTEMBER 12: “WELCOME TO LIGNANO”

Parade of participants along the pedestrian precinct of Lignano Sabbiadoro and FLASH DANCE NIGHT REVIVAL PARTY - dance party on the beach.

FRIDAY, SEPTEMBER 16: “EVENING TOGETHER”

Live music with “The Mad Scramble” at the Games Restaurant

SATURDAY, SEPTEMBER 17: “WE ARE FAMILY”

Dance party at the Kursal Disco in Lignano Riviera

SUNDAY, SEPTEMBER 18: “APERITIF WITH MUSIC”

Bar tent- Lignano Pineta

MONDAY, SEPTEMBER 19: “GOODBYE LIGNANO”

Games Center
Live music with “Julia Pellizzari Ballabend” at the Games Restaurant

On Wednesday, September 14 OC planned a gala dinner for a fee at the Games Restaurant with an exhibition of vintage costumes and clothes and with musical entertainment. Since none of the participants made the reservation, the dinner was held on invitation at a hotel in Lignano and it was reserved for the authorities and guests.

For almost all the social events, there was a moderate participation by the athletes and accompanying partners, even if the admittance was free.



CLOSING CEREMONY

The closing ceremony was initially planned at the Beach Arena of Lignano Sabbiadoro; due to the bad weather it took place at the Games Restaurant on the evening of September 20 in front of over 700 people, celebrities, athletes and volunteers.

The CO's Vice President of Lignano 2011, Elio De Anna, returned the flag to the CEO of IMGA, Jens Holm, to be delivered to the City of Nice where EMG 2014 will take place.

The delivery of the flag sealed the end of the 2011 edition of the European Masters Games in Lignano Sabbiadoro; a celebration lasted ten days which involved athletes coming from 61 countries on five continents.

EXCURSIONS

The OC prepared an extensive program of excursions by land or by sea both in the region of Friuli Venezia Giulia and in Veneto (Udine, Trieste, Grado, Fiume Stella and Venice), all bookable through the proper desk of the Games Center.

In total, 395 people participated in the tours offered.



Budget and Finances

The budget presented on occasion of the candidacy showed an amount of € 5,650,000.00 broken down by entry, as follows:

Expenditure	2008	2009	2010	2011	Total
Candidature cost	30.000,00	-	-	-	30.000,00
IMGA Fee	125.000,00	125.000,00	125.000,00	125.000,00	500.000,00
Promotion and marketing	-	200.000,00	300.000,00	300.000,00	800.000,00
Competition Managemnet	-	-	-	630.000,00	630.000,00
Installations	-	-	-	300.000,00	300.000,00
Technlogoy	5.000,00	5.000,00	50.000,00	190.000,00	250.000,00
Transport	-	-	-	300.000,00	300.000,00
Media	10.000,00	15.000,00	25.000,00	100.000,00	150.000,00
Health	-	-	-	100.000,00	100.000,00
Security	-	-	-	100.000,00	100.000,00
Hospitality	20.000,00	10.000,00	10.000,00	160.000,00	200.000,00
Opening e Closing	-	-	-	250.000,00	250.000,00
Collateral events	-	-	-	200.000,00	200.000,00
Awards	-	-	-	120.000,00	120.000,00
Printed material	-	20.000,00	50.000,00	100.000,00	170.000,00
Volunteers	-	10.000,00	20.000,00	170.000,00	200.000,00
Technical Delegates	-	-	-	100.000,00	100.000,00
Accomodation	-	-	-	150.000,00	150.000,00
General Cost	30.000,00	150.000,00	250.000,00	320.000,00	750.000,00
Reserve fund	-	-	-	350.000,00	350.000,00
Totals	220.000,00	535.000,00	830.000,00	4.065.000,00	5,650.000,00

Revenues	2008	2009	2010	2011	Total
Governament Subsidies	220.000,00	335.000,00	880.000,00	565.000,00	2.000.000.00
Principant's fee	-	-	-	1.500.000,00	1.500.000,00
Tourism Contribution	-	-	-	1.050.000,00	1.050.000,00
Sponsonr & Supplier	-	50.000,00	50.000,00	900.000,00	1.000.000,00
Merchandising	-	-	-	100.000,00	100.000,00
Totals	220.000,00	385.000,00	930.000,00	4.115.000,00	5.650.000,00

Subsequently, pursuant a series of changes occurred at the regional administration level, and in particular due to the economic downturn that affected all the economic sectors of the regional and national spectrum, the Committee had to radically revise the budget forecast, both concerning the expenses, and, above all, the revenues.

Registration amounts appeared immediately overestimated, as well as the contributions from the tourism sector and the revenues originating from sponsors.

Therefore, the budget was revised on the basis of a series of cuts applied to the various expense entries, trying to find every possible solution to optimize the expenses, both the general expenses and those pertaining to the sports events. To this end, qualified partnerships have been identified at the national and regional level. As the possibility of partnerships with national partners contacted faded away, the activity was refocused on finding regional firms.

This led to the partnership with Promotur s.p.a., which, thanks to its organizational structure, supported the operations of the Committee for the sport events organization and in a series of logistics services, referred to separately.

Full payment for the event was finally secured thanks to the Regional Administration, but only in April 2011.

The delays experienced in the defining the final schedule for the competition, the simultaneous occurrence of the EMG 2011 with other master and very popular competitions at the European and global level, forced to reduce the competition events and consently their related expenses. The final budget was then closed with an amount of **€ 4,232,424.28**, covered almost entirely by the Region and Municipal District of Lignano Sabbiadoro.

Moreover, the Regional Health Department contributed with its own resources to cover the expenses related to all the health assistance services for the event, in the amount of over €. 200,000.00.

FINAL BUDGET

Code	Expenditures	TOTAL
1	Bidding costs	€ 15.732,74
2	Host City Contract fee (IMGA)	€ 500.000,00
3	Promotion & Marketing	€ 293.213,74
4	Competition Management	€ 580.000,00
5	Preparations & Equipments	€ 255.000,00
6	IT / Web	€ 199.009,80
7	Transportation (venues)	€ 192.801,70
8	Media	€ 34.616,66
9	Health (doping controls)	€ 3.684,00
10	Insurance	€ 49.419,60
11	Security	€ 60.000,00
12	IMGA Hospitality	€ 45.898,72
13	Opening and Closing Ceremonies and TV production	€ 251.661,85
14	Social Events	€ 18.731,00
15	Medals & Victory Cerimonies	€ 70.000,00
16	Prints/Publishing/Gadgets	€ 157.247,89
17	Clothing (volunteers, judges, staff)	€ 104.178,61
18	Accommodation volunteers, judges, referees, staff	€ 224.286,95
19	International and National Technical Delegates	€ 301.986,03
20	General Expenses	€ 319.707,92
21	Staff	€ 406.140,00
22	Merchandising	€ 134.598,95
23	Reserve fund	€ 14.508,12
	Totali	€ 4.232.424,28

ECONOMIC IMPACT

The economic impact analysis starts from the data related to the arrivals and attendance in Lignano for the period of September 1st to September 20th, 2011 compared with the data of the same period in 2010. Therefore, on the bases of the data reported, it is possible to state that the event was successful in achieving the minimum objective the Committee had established. Confirming the success of the event should be mentioned the fact that in the following years a number of sports groups chose Lignano as their training location.

	Arrival	Overnights	Duration/ days	
	6.100	37.000	6	
HOTELS	alberghi	camping sites	apartments	
%	45%	20%	35%	100%
overnights	16.650	7.400	12.950	37.000
daily overnight expenses	€ 40,00	€ 22,00	€ 20,00	
daily food & beverage expenses	€ 30,00	€ 30,00	€ 30,00	
expenses per person (various purchases)	€ 50,00	€ 40,00	€ 40,00	
total overnights expense	666.000	162.800	259.000	1.087.800
total food & beverage expenses	499.500	222.000	388.500	1.110.000
total expenses (various purchases)	832.500	296.000	518.000	1.646.500
accommodation volunteers, staff, judges, referees, etc.			275.662,13	
various guests accommodation			50.000,00	
transportation			192.801,70	
TOTAL			4.362.764	



From 10/09/2011 to 20/09/2011:
123.086 overnights (2011)
86.000 overnights (2010)
37.000 overnights and 6.100 arrivals more
in comparison with 2010

Statistics made by Lignano Sabbiadoro Council - from 8th to 20th September (comparison between 2011 and 2010)
ARRIVALS INCREASED BY 33% (in absolute values: 6,000 persons)
OVERNIGHTS INCREASED BY 43,1%
(in absolute values: 37,000 persons)
Hotel ARRIVALS increased by 24% (from 12,000 to 15,000 persons)
Hotel OVERNIGHTS increased by 24%
Camping-site and Tourist Village ARRIVALS increased by 75%
Camping-site and Tourist Village OVERNIGHT STAYS increased by 10%
Apartment ARRIVALS increased by 90% (from 2,200 to 4,200 persons)
FOREIGN ARRIVALS INCREASED BY 45%
(in absolute values: 5,500 persons)
FOREIGN OVERNIGHTS INCREASED BY 21%
(in absolute values: 21,000 persons)
ITALIAN ARRIVALS INCREASED BY 10%
ARRIVALS (RUSSIA AND UKRAINE) went from 170 to 1,040 persons
OVERNIGHTS (RUSSIA AND UKRAINE) went from 2,200 to 9,100 persons
ARRIVALS (UNITED KINGDOM) went from 50 to 180 persons
OVERNIGHTS (UNITED KINGDOM) went from 200 to 1,260 persons

Sponsoring



Already in 2010, the Organization Committee began its search for sponsors and this activity intensified and continued also in 2011. To this end, many businesses, both regional and national, were contacted to find financial and technical sponsors. The trade sectors that the Committee contacted belonged to the following categories:

- Banks
- Telecommunication
- Insurance
- Sports Clothing
- Sports Equipment
- Water/Bar/Beverages
- Food
- Pharmaceutical Industry
- Cars/Motorbikes
- Yoghurt
- Marine Carpentry
- Health Care
- Orthopaedic/Acoustic Materials
- Watches.

Unfortunately, none of these contacts led to positive results due to the economic down turn and weak interest in the event, since it was not initially supported through adequate media channels (TV). The Committee entered into an agreement with the Company Sportler Spa for technical cooperation for the supply of personalized uniforms for the staff, volunteers and judges, at heavily discounted prices, including also backpacks for the

accredited and all the merchandising materials, excluding the mascottes. Moreover, Sportler offered free of charge to the Committee the necessary soccer and volleyball balls. It also made available 5,000 energy bars, 5,000 single-dose mineral supplements and 6,810 “Sportler benefit cards” and discount cards for an amount of € 5.00 each, to be distributed to all the accredited. In addition, the agreement with Sportler included consulting from specialized personnel to create a shop within the Games Centre. Moreover, the Committee entered into an agreement with the “Terme di Lignano” which offered physiotherapy services free of charge at the Games Centre for the period from 09/10/2011 to 09/20/2011 for all the accredited and made available 1500 promotional gifts for the accredited. Finally, an agreement was established with Goccia di Carnia for the supply of 70,000 liters of water at the discounted price and with Babolat, which sponsored the event offering 400 tennis balls.





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