

# The Games Xchange

**The Games Xchange is one of the projects that make up 'The North West Economic & Social Programme'. This scheme was developed as a part of a wider operation aimed at maximising the opportunities, for Manchester and the North West, resulting from hosting of the XVII Commonwealth Games in 2002.**

## The Games Xchange

### 1 Why a Games Xchange?

- 1.1 In 2002, Manchester will host the XVII Commonwealth Games, the world's second biggest multi-sport event and the largest sports event ever to take place in the UK. In bidding for the Games the aim was not simply to host ten days of elite sporting activity. The event is at the heart of a wider strategy for economic and social regeneration of which a key element is ensuring a lasting legacy from the hosting of the Games.
- 1.2 The success of any legacy initiative lies in effective marketing and promotion. To lever in benefits as a result of the Games, the product and the opportunities on offer must be widely, coherently and professionally promoted. This is a unique, once in a lifetime opportunity to showcase Manchester and the North West, as a destination; a centre of excellence for business, culture and sport and a great place to live, work and study.
- 1.3 In the run up to the Games, during the event itself and in the post-Games period there will be a demand for information that cannot be met by any existing resource. If Manchester and the North West is to maximise the opportunities afforded by the Games it is crucial that this demand is satisfied. This requires a dedicated service that can meet the needs of all potential enquirers, from Commonwealth business organisations through to local people.
- 1.4 If the people of Manchester and the North West are to reap maximum benefits from hosting the Games we must ensure that they are fully aware of the opportunities available to them. This includes developing services that will specifically target Commonwealth originating communities and those who otherwise might not have access to such information. The Games Xchange also provides the ideal vehicle to keep local people updated on the Games and Games related activity.

### 2 What is it?

- 2.1 The Games Xchange is a multi-faceted project aimed at creating an information based resource that can be used to:
  - Maximise potential benefits of hosting the Games to Manchester and the North West, their business communities and local people

- Promote Manchester and the North West before, during and after the Games.

2.2 The Games Xchange will provide a single access point for enquiries about : -

- Background and core information on the XVII Commonwealth Games and related topics e.g. The Commonwealth.
- Manchester and the North West region i.e. the venue for the Games
- The wider opportunities offered by hosting the Games i.e. the Legacy Programme

2.3 The Games Xchange will provide the means to keep local people updated on all relevant Games and Legacy related opportunities, activity and information.

2.4 M2002 Ltd are charged with the marketing and promotion of the XVII Commonwealth Games. The Games Xchange will be the vehicle to deliver the marketing and promotion of Manchester, the North West and Legacy activities across the region.

2.5 The Games Xchange project can be added to and expanded as required to meet changing needs as we move nearer to and beyond the Games. Similarly, it can be linked with other projects and activities to add value to and strengthen those activities.

### **3 What will it do?**

In the simplest terms, the Games Xchange will:

- Identify who needs information and what information they need.
- Gather the information.
- Put the information into the required formats.
- Provide access to the information,
- Distribute the information.
- Provide marketing and PR to support the project.

### **4 How will it do it?**

4.1 The Games Xchange will initially be based at the Marketing Manchester offices. Research has already been undertaken on identifying what information is required and who will require it. Work is now underway on bringing that information together and putting it in formats to provide both the widest access and dissemination.

4.2 Access to the Games Xchange service will be provided in a number of ways:

- Telephone
- Letter/fax/e-mail
- Website

At a later stage it is hoped to provide a walk-in service.

4.3 Information will be distributed via:

- Website and linked technology.
- Provision of hard copy to libraries and tourist information centres across the region. Initially this will take the form of factsheets.
- Through existing networks e.g.
  - [englandsnorthwest.com](http://englandsnorthwest.com) - The North West portal
  - [merseyworld.org.uk](http://merseyworld.org.uk) - Connect/Mersey wide
  - [open.gov.uk](http://open.gov.uk) - The Government operated portal



# The Games Xchange - an outline brief

## **1. The Project**

The development, implementation and delivery of a region wide research and information infrastructure and network to support activities related to the 2002 Commonwealth Games.

## **2. Objectives**

- To identify, collate, organise and disseminate all research and information necessary to maximise the potential benefits to the region of hosting the 2002 Commonwealth Games
- To market the 2002 North West Opportunities Partnership Economic and Social Programme and associated legacy programmes and provide support to the activities undertaken as part of these programmes.
- To ensure the widest possible access to the opportunities offered by hosting the 2002 Games, including those communities often excluded through lack of access.
- To establish a single infrastructure, linking the business, community, academic, cultural, sporting and voluntary sectors.
- To facilitate communications between the region and the Commonwealth Family.

## **3. Priorities**

The project will be developed in line with the following priority needs and requirements.

- A strategy and procedures for the collation, organisation and dissemination of all such information.
- A “one-stop-shop” approach to information via a single access point.
- The widest possible access to that information for all who may require it.
- A mechanism for the identification of gaps in information provision, access to it and its use.
- Cost effectiveness by maximising resources and eliminating duplication of effort.
- All requests for information are addressed quickly comprehensively and to a consistent standard.
- A procedure is established to monitor the effectiveness and take up of the information service.
- A clear identity and marketing strategy for the overall Legacy Programme and for the Games Xchange.
- The strongest informational support for Games related activity.
- The use of information to increase awareness and secure and maintain public support.
- Establishment of links with both existing sources of information and with other services where relevant.
- Establishment of an effective network for the distribution of information as required.
- Maximum use of innovative cutting edge technology in the organisation and distribution of information.

## **4. Key factors**

- All activity to be structured to achieve maximum economic and social impact.
- All proposals to be realistic and achievable.

- Must ensure integration with all related existing and proposed activity across the region and beyond.
- Private sector sponsorship to be maximised across the project.
- Project to take into account very different needs, at local, regional, national and international level.
- Use of state of the art technology to be a key feature of all activity.

## 5. Organisation

5.1. The Games Xchange would be a partnership project led by Marketing Manchester. The key partners would be:

- Marketing Manchester
- Manchester 2002
- North West Partnership including project leaders e.g. NWTB, MIDAS etc.
- Manchester City Council

5.2 Partnerships would be developed with other relevant organisations particularly where particular skills / resources could be contributed e.g.

- Systems development
- Hardware / Software
- Research
- Communications systems / networks

5.3 Wherever possible use will be made of existing and proposed information resources and working links will be made where appropriate. e.g. :

- Manchester Central Library
- Sport England NW
- NWAB
- Arts About Manchester
- Manchester Business School
- Manchester TEC
- East Manchester Regeneration Agency
- MCCI
- RDA
- Commonwealth Organisations
- Tourism Organisations

## 6. Operation

6.1 The service will operate from the Marketing Manchester offices although consideration may be given at a later date to a dedicated location.

6.2 Preliminary work will take several months and will focus initially on the identification of both the information required and potential sources of enquiries. A considerable amount of systems development will be required together with design and production of information materials.

6.3 A marketing strategy will be developed and delivered to ensure widespread awareness and support. This would be undertaken as part of the overall marketing of the NW Legacy Programme and a high profile launch will be arranged addressing both press / media and public needs.

6.4 Access to the service will be through :-

- i) Telephone :- dedicated lines with memorable numbers will be sought. Consideration will be given to computer based response services to address 24

hour access to meet international needs in particular. The telephone service will focus on either recording details for subsequent response or signposting / referral where appropriate. This will ensure the maximum number of enquiries can be dealt with.

ii) By letter / fax / e: mail :- Enquiries received in this way will be dealt with speedily either by direct response or by referring the enquiry to the appropriate agency.

iii) Networks will be developed to allow the day to day flow of information to a wide range of organisations / individuals. Putting such networks in place will ease the pressure on telephone / other forms of enquiry.

- Regional Intranet the establishment of this network of Key organisations would ensure the legacy of an effective region -wide channel of communication.
- Network 2002 an IT based system linking (Manchester / NW with all Commonwealth countries through their key press / media. This project 'would aim to create a comprehensive database of all Commonwealth press / media / cultural / sporting / business organisations for use throughout the Games period and beyond. In addition it would aim to include all available contact details for commonwealth communities within the region.

iv) Website:— This would provide both internet access to the NW Legacy programme and links to other sites.

## 7. Key elements of service

- i) Intelligence - *gathering information*
- ii) Preparation - *getting information into shape*
- iii) Direct service - *the public face*
- iv) Distribution - *getting information out*
- v) Communications - *marketing, press & PR*

Each of these elements is dealt with in more detail below.

## 8. Intelligence

8.1. The information gathering element of the service will be crucial to the success of the project. It will be the responsibility of this unit to identify the Information required, source it and secure access to it.

8.2. This will encompass the commissioning of any research that is required but will not include actually undertaking research, which will be outsourced. It is recognised that no comprehensive research capacity currently exists within Marketing Manchester and that the range and scale of this project could not be satisfied internally. However it is envisaged that there will be interest in undertaking research on behalf of the service. The intelligence Unit, should also be responsible for monitoring and the establishment of a research programme to assess economic / social / sporting and cultural impact will be essential.

The range of information requested could include

i) Legacy Operation

a) General

- Factual - programmes, seminars / briefings
- Promotional - sponsorship etc., trade & marketing opportunities
- Operational - business opportunities, tendering

- |                  |                                   |
|------------------|-----------------------------------|
| - Project based  | - process, training opportunities |
| - Organisational | - individual project packs        |
| - Press/Media    | - structure / delivery agents     |
|                  | - enquiries                       |

b) Individual Programmes :- There would be specific requirements for each element of the Operation. No detail is given here but the potential scale is massive, when you consider the content of each of the programmes i.e.

- Economic and Social
- Sport
- Cultural
- UNICEF project (tbc)

ii) Manchester / NW

- |            |   |
|------------|---|
| - Factual  | - information, statistics / images etc.                           |
| - Economic | - sectoral info / investment / property                           |
| - Tourism  | - general as well as Games related, if GX is to lead in this area |

iii) 2002 Games:

- |                |  |
|----------------|--|
| Factual        | - dates, sports, venues etc.                         |
| Promotional    | - sponsorship/licensing, events info, merchandise    |
| Operational    | - ticket sales, volunteers, transport, accommodation |
| Project based  | - project packs                                      |
| Organisational | - structure, personalities, jobs                     |
| Educational    | - curriculum packs, theses                           |
| Press/Media    | - enquiries, images                                  |

iv) background :-

- |                        |                                      |
|------------------------|--------------------------------------|
| Research data          | - Host cities, major events, markets |
| Statistical info       | - sport / tourism / culture          |
| Periodicals Newspapers | - current information / monitoring   |
| Search facilities      | - database / CD Rom / Internet       |

## 9. Preparation

- 9.1 Information in itself is of no use unless it is in a form suitable for the target markets. This unit would be responsible for the development of the 'outputs' i.e. databases, website, information packs etc. The incoming materials would also have to be scanned and formatted to ensure consistency and currency.
- 9.2 This unit would also manage the core information bank of printed materials.
- 9.3 General information must be provided in translation and in format accessible by visually impaired people.
- 9.4 It is assumed that Games information will be produced and supplied by M2002 but some "packaging" will be necessary.

## 10. Direct Service

- 10.1 This would be the 'face to face' contact whether through
- personal contact

- telephone (inc. minicom)
- letter
- E mail
- Fax

10.2 It would be at this point that the decision would be made to answer the enquiry directly or to pass on to-the relevant organisation / individual / source. This could be internal i.e. to the Intelligence Unit or external signposting e.g. to the Games office. -

## **11. Distribution .**

11.1 An effective service would require a sophisticated operation for the successful distribution of information required. This would include selecting materials from internally held sources, putting together packages in response to queries and ensuring they reach the enquirers This Unit would be responsible for regular distribution of information through any networks and of any signposting of enquiries that were not dealt with at the initial contact, or which were received via fax / email or by letter.

## **12. Communications**

12.1 This would be the promotional arm of the service. Ensuring that everyone knew of the Games Xchange, its role as the first point of access for all enquiries and hub for signposting to the correct source.

12.2 As indicated earlier this work would encompass the marketing strategy for the - Legacy Operation as it would be counter-productive to deal with this separately.

12.3 The “one stop shop” approach offers potential for all press / media enquiries for both the Legacy Operation and the Games to be directed here initially, if required.

## **13. Markets**

13.1 The potential use of the Games Xchange is limitless. The list below gives only an indication of the variety of sources of enquiries :-

- Students
- Local people -
- International sources
- Press / Media
- Volunteers
- Visitors
- Tourism industries
- Sports industries
- Creative industries
- Transport industries
- Leisure industries
- Hospitality industry
- Government Departments
- NGOs
- RDA
- Professional bodies
- Libraries

## **14. Staffing Resources**

14.1. The Games Xchange would-be managed by Marketing (Manchester and where

possible its activities would be integrated within the organisation to maximise resources e.g. Intelligence Unit. Overall responsibility would be to the Deputy Chief Executive and a Games Xchange (Manager would be appointed).

- 14.2 At this stage only very rough estimates of the staffing resources required can be made and it is assumed these will increase towards 2002:

Management	1 post
Intelligence	2 - 4 posts
Preparation	2 - 4 posts
Direct Service	3 - 8 posts
Distribution	)
Communications	) 1 post
Total	9 -18 posts

- 14.3 The above estimates refer only to the staffing requirements of the Games Xchange service itself. To be fully effective each sub-region should have a post dedicated to co-ordinating GX activity at local level.

## 15. Funding

	£	
15.1 Total project cost	2,250,000	
SRB funding required	900,000	(40%)
Other funding	1,350,000	(60%)

15.2 Breakdown of costs	£
Staffing	1,440,000
Systems development	260,000
Hardware	250,000
Information materials	150,000
Office costs	70,000
Marketing	<u>80,000</u>
Total	2,250,000

- 15.3 Yearly breakdown of costs.

	Year1 ( '99-'00)	Year2 ( '00-'01)	Year3 ( '01-'02)	Year4 ( '02-'03)	Year5 ( '03-'04)
	£000				
Staffing	251	313	327	327	212
Systems	50	150	20	20	20
Hardware	50	130	50	10	10
Info	30	50	30	30	10

Office	10	15	15	20	10
Marketing	30	15	15	15	5
	421	673	457	422	277

15.4 Matched funding could come from:

- Funded partnership activity
- In Kind sponsorship
- Direct sponsorship
- Other funded projects
- Leverage

A possible breakdown could be:

	£000
Marketing Manchester	250
Manchester 2002	200
Local authority	175
Public sponsored orgs.	175
Private sector	550

## 16. Development

- 16.1 This very rough brief assumes the initial use of existing high profile public traffic areas as information points e.g. Libraries, TIC's etc
- 16.2 As the GX is developed for wider information distribution then consideration must be given to the introduction of touch screen systems and other forms of dissemination. Income could be earned via charges.
- 16.3 The figures above do not take into account the possibility of a physical Games Xchange location i.e. a shop window.
- 16.4 No allowance has been made for the development of a Games archive or for the production of major items such as 'The Book' of- the Games'

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