



# ECONOMIC IMPACT REPORT FOR VOLUNTEERS OF THE 2012 ABU DHABI F1 GRAND PRIX



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# Chapter 1

## Introduction

Motorsport in the UAE is governed by the Automobile and Touring Club of the United Arab Emirates (ATCUAE). This body is recognized as the only official representative of the FIA, along with its motor cycling, karting and classic car counterpart- the FIM, CIK and FIVA. Due to the overwhelming success of ATCUAE over recent years, the FIAI has awarded the body a gold level accreditation along with official recognition as a regional training provider. Building on this success, ATCUAE has internationalised its outreach through the provision of safety training sessions for motorsport clubs and officials in the MENA region and South America.

In 2009 the UAE Motorsport Marshals Club (UAEMMC) was founded by ATCUAE with the intention of managing a national selection of motorsport officials in the UAE. To date the club consists of over 1000 officials and volunteers from a number of industries and backgrounds. The UAEMMC is very much a proactive and forward thinking institution geared towards the development and promotion of volunteerism within the motorsport sector across the UAE. The work of UAEMMC was critical in securing well over 600 volunteers required to safely and effectively the most recent Etihad Airways Abu Dhabi Formula 1 Grand Prix staged in November 2012. In line with the multi-ethnic composition of the UAE population, members of the UAEMMC reflect participants from over 27 different nations worldwide who communicate in over 13 different languages.

Since 2009 the number of Emirati volunteers found within UAE motorsport has increased considerably. These numbers are expected to increase further in the years to come due to mounting awareness of the benefits that motorsport volunteerism can offer both individually and as a national collective. Emirati nationals can now be identified as taking leading positions within the working of global motorsport in the UAE, performing highly important functions such as trackside officiating and race control. Within this environment Emirati citizens are fast-tracking their personal competencies and contributing toward the advancement of UAE motorsport and, by extension, UAE national and international societal and economic progression.

## Research Study

This research study has been conducted by the Motorsport Knowledge Institute, a sub-division of ATCUAE, in association with the University of Ulster, UK. The University of Ulster is regarded internationally as one of the leading institutions in sport management research and scholarship. Correspondence with the lead author of this report, Dr David Hassan, should be directed to [d.hassan@ulster.ac.uk](mailto:d.hassan@ulster.ac.uk).

The executive research team consisted of –

- Dr. David Hassan (Senior Lecturer in Sport and Exercise, University of Ulster).
- Dr. Sean O'Connor (Head of Strategy, ATCUAE).
- Mr. Ronan Morgan (Head of Sporting Division, ATCUAE).

They were supported by –

- Mr. Stuart Murray (Project Manager for the Abu Dhabi F1 Grand prix, ATCUAE).
- Mr. Matthew Norman (Motorsport Manager, ATCUAE).
- Ms. Tanya Kutsenko (Project Manager, ATCUAE).
- Ms. Rawan Shukri (Volunteers and Sustainability Manager, ATCUAE).

# Chapter 2

## Executive Summary

Volunteerism has long been associated with economic effectiveness and social cohesion. The advent of volunteer labour has allowed many organisations to sustain and expand the quality of their services with limited additional budgetary pressure. Those who offer their services are often rewarded with increased skills, experiences, health and cultural awareness. Society benefits from volunteering practices through enhanced understanding, civic pride and international reputation-building. Economies can be strengthened in a multitude of ways through the availability of low cost labour, yet with an output comparable with remunerated employees. That said in many parts of the world, the practice of volunteering is often misunderstood and undervalued by policy makers and large proportions of society.

In 2009 the FIA sanctioned the first ever running of an F1 Grand Prix event in Abu Dhabi. Aside from being charged with the successful management of the race, the Automobile and Touring Club of the UAE (ATCUAE) also retained the responsibility of recruiting hundreds of volunteers to assist with this global event. This tradition has continued on an annual basis and the strategy of drawing upon volunteer labour has proven to be the correct one. Given the limited awareness of volunteerism practice within the UAE, the volunteer program managed by ATCUAE has still yet to realise its full vision and potential. In an effort to improve the program and enhance its understanding of the individuals drawn to it, ATCUAE commissioned this research study with the intention of fulfilling the following four key objectives –

1. Develop an understanding of the profile and contribution of the volunteers who assisted with the Abu Dhabi Formula 1 Grand Prix in 2012;
2. Uncover a full appreciation of the skills held by these volunteers and how these relate to the tasks required of them;
3. Establish an understanding of the social and economic impacts created as a result of using volunteers in the environment of an F1 event staged within the UAE;
4. The generation of insight and recommendations that will assist ATCUAE towards the development of practices and strategies, which will enhance the volunteer program.

The literature review conducted as part of this study serves as a contextual narrative, which assists with the identification of findings, comparisons and recommendations. The data collection methods employed as part of the empirical component of this work involved the use of a survey based questionnaire, which was presented to the motorsport volunteer body prior to the F1 Grand Prix of 2012. This instrument collected a range of demographic measures, training patterns, levels of transferable skills acquisition and experiential outcomes amongst the volunteers recruited for the event. The research team also drew upon the assistance of a prior research study, also commissioned

by ATCUAE, which similarly surveyed the volunteer body working at the inaugural F1 Grand Prix in 2009. Through the interpretation and evaluation of these information sources, a number of findings and recommendations emerge.

A number of findings were uncovered upon completion of this study. These included –

- The majority of the volunteers working at the Abu Dhabi F1 Grand Prix were highly educated, young male professionals of Asian or European origin. The event, a landmark global sporting spectacle, also serves as an excellent example of the richness of Emirati society as it brings together members of the expatriate communities working alongside the indigenous Emirati people.
- The number of Emiratis working on their host F1 event stands at 8% of the overall total, which is proportionally higher than might be expected, indicative of their willingness to volunteer at major sporting events staged in the country and which portray the host nation in a positive light.
- Displaying moderate to high levels of experience of working at Formula 1 events, the volunteers emerged from an array of professional backgrounds and fulfilled a wide range of duties at the event. Indeed most volunteers said the experiences they encountered whilst working at the F1 Grand Prix exercised a profound impact on their personal and professional lives, suggestive of the fact that volunteering in this way presents a unique opportunity to improve the career prospects of many UAE residents.
- The work of volunteers at the event further positively impacted on UAE society by generating an elevated awareness of the country as a preferred business and tourism destination, increasing civic and national pride in the achievements of the UAE, as well as assisting towards the creation of a more skilled labour force. Their work, engaging with spectators, the competing teams and helping to host visiting dignitaries, conveys a very positive image on those attending the event, and it is this legacy that often remains with visitors to the country long after the event and who are then encouraged to return in future years. So the volunteering 'legacy' is also a significant outcome of this process and worthy of closer inspection in the time ahead.
- Economic savings of over AED 6 million were realized through the recruitment and training of volunteers at the Abu Dhabi Grand Prix event by ATCUAE, with a number of additional direct and indirect economic outcomes also evident across other business sectors including leisure and tourism.



Despite these very positive outcomes, and the overall success of the volunteer program, a number of recommendations are offered for the future sustained growth of this otherwise excellent example of the effective use of volunteers in the staging of a global sports event. Compositely we identify four such recommendations –

- There should be an enhanced engagement on the behalf of ATCUAE with local and federal government in the UAE, to increase awareness of its volunteer program and how this can positively contribute to Emirati society, not to mention ways in which it can exercise 'bottom-line' outcomes upon regional and national economies.
- The development of an updated social marketing program possibly funded at a federal level, to raise awareness and increase education around the nature and benefits of motorsport volunteerism. This would be exclusively targeted (at least in the first instance) at indigenous Emiratis, deploying both electronic and traditional forms of communication.
- A dedicated commitment to actively recruit volunteers from those currently underrepresented demographic profiles, including females, students, those seeking enhanced employment prospects and elder members of society. Raising awareness within universities, civic centres, amongst the print media and charitable organisations would be appropriate. Realising this objective would extrapolate the societal and economic benefits of the program across the UAE.
- Adjustments to the training program should include mandatory attendance requirements; any such adjustments should be made with the assistance of official motorsport personnel alongside past and present volunteers who can act as advocates in this regard. These changes should aid delivery upon additional preferred outcomes of improving upon team morale, securing retention levels amongst the volunteer body and confirming transferable skills attainment in other aspects of volunteers' lives.

# Chapter 3

## Methodology

### 3.1 Introduction

In this section the approach adopted by the research team towards the design and completion of the study is presented and justified. Highlighting our method in this manner is important as any research study which could be considered reliable and valid must also be transparent and entirely replicable. The intention of ATCUAE is to lead an evidence based approach to strategy and decision making and, as such, to encourage others to engage in this process by designing and promoting a methodological approach to research which is fundamentally sound. That said the limitations of our selected approach are also discussed here to that others, keen to replicate this approach, may remain mindful of these in the time ahead. This section will then conclude with the identification of other potential approaches, which may also have been taken to undertake this work, along with an evaluation of both the validity and reliability of this study.

### 3.2 Philosophy Considerations

In arriving at a suitable methodology we agreed that our approach need to align with the nature of our research objectives. Consideration was also given to the scope of the study along with the existence of previous literature (and the methodologies employed therein), resource availability, time horizons and the intended outcomes of our research, i.e. the primary audiences and readership. It is important to realise that this study required more than fact finding and descriptions centring on cause and effect relationships. Such an approach would have been inappropriate, for example, in assisting ATCUAE with potential marketing solutions – a key requirement of this study. On the other hand, objectives such as the exploration of the skills held by volunteers at the Grand Prix would have benefited from this kind of approach.

These considerations were acknowledged when arriving at a suitable research philosophy aimed at directing this research. Easterby (1991) comments that research philosophies are often either positivistic or phenomenologist in nature, and in some instances a mixture of both these approaches<sup>1</sup>. Positivism can be thought of, as mentioned earlier, a belief that research should be based on fact finding where establishing cause and effect relationships are critical. This method is often used amongst large sets of data. In contrast phenomenology focuses on meanings, with attempts to understand what is actually happening, in a given setting, between themes and variables and is commonly used with small scale research samples. Given the nature of this particular study and its objectives, the research team decided that a mixed and blended approach, deploying aspects of these two philosophies, would ideally suit our requirements. An adoption of one of these approaches in an exclusive manner would not have been suitable as the team would have been

unable to fulfil the requirements of this study. In an overall sense therefore, the teams' approach to this study can be best thought of as being exploratory, descriptive and analytical in nature, which was considered important to retain the robust research approach for which ATCUAE-commissioned research has become known.

### 3.3 Research Design

Given the limited prior work undertaken in this field and consequently the relative dearth of literature within this subject field, it was deemed appropriate to engage with and survey as many volunteers as possible prior to the 2012 Abu Dhabi Formula 1 Grand Prix. Small scale samples would have been unsatisfactory; rather the procurement of as much information as possible was considered imperative as only then would the findings from this work be considered truly reflective of the entire volunteer cohort. In this context, traditional forms of data collection methods such as in-depth interviews and observation (ethnographic studies) would have been of little benefit to the team's work, especially given the limited time frame of the F1 Grand Prix, the time constraints of our research study and, again, the limited existence of prior literature and associated studies.

Upon due consideration of these factors, it was decided that the primary means of data collection should be in the form of a survey questionnaire. This form of data collection method involves the development of a short series of questions, often inviting answers along a Likert scale, which is ideal for large scale samples and introductory research assignments<sup>2</sup>. In developing the questionnaire it was important to present one which was concise and logical as this would ideally assist with response levels and also assist with our analysis given the time horizons of our study. The questionnaires were distributed in October 2012 prior to the Etihad Airways F1 Abu Dhabi Grand Prix, which at that point was less than one month away. A total of 270 questionnaires were returned anonymous, just under a half of the total number of volunteers who participated at the event. A return rate of approximately 50% is considered, by any standards, to be an excellent achievement and reflects a genuine desire on the part of the volunteers themselves to support research that is intended to increase volunteer recruitment or improve upon the experiences of those already in post. The content and structure of the questionnaire was developed in line with the objectives of our study, which in turn assisted with the completion of this report.

The first two objectives of this research study involved forming an appreciation of the profile, contribution and skills set held by the event volunteers. To extract this information from the volunteer sample, it was appropriate to include questions which examined the age range, gender, nationality, education and relative experience of the volunteers. The answers to these questions would ideally provide key findings, which would assist in the completion of these objectives. Similarly, identifying aspects such as the roles held by the volunteers at the event, their training adherence and utilisation along with the transferable skills they had benefitted from as a result of their participation would assist the team in understanding the societal effects that sports volunteerism in the UAE can provide. All of these findings were referenced and validated in

accordance with a thorough review of existing literature, and commensurate studies of volunteerism, to ensure the validity and reliability of our findings in this regard.

Our final objective, which examined the economic contribution of the volunteering body at the event, utilised published data to compliment the findings from the volunteer questionnaire in a manner that is regarded as international best practice in establishing economic impact effects. The research team was required to investigate a series of secondary, contributing factors, such as the employment status of the volunteering body and their incurred costs of participation as volunteers at the event, to arrive at a precise and defensible figure concerning the replacement financial effects of hiring professional (rather than volunteer) labour to execute the range of duties deemed essential to successfully stage an F1 event. Thus, to meet this objective fully and arrive at a valid economic estimation, it was important to deploy a theoretical model commonly used in other studies dealing with this subject field.

After consultation with academics and other sporting institutions, ATCUAE confirmed that this approach should be based upon the industry standard 'replacement cost' method, alluded to above. This method places a monetary value on the input of a volunteer's work in line with national salary scales and is similar to the value paid to employees in more traditional, salaried working environments. In adopting this approach, consideration was given to another potential method – contingent valuation. However, consensus was reached that this model was overly subjective, lacking precision and reliability and on this basis was rejected. In all such calculations a deliberately conservative approach to financial projections is adopted so as to retain the integrity of the report's findings.

The team also decided that the inclusion of an appropriate case study, taken from the same (Abu Dhabi) Grand Prix held in 2009, would provide added insight and learning in terms of the overall context of our study. This particular case study, undertaken by US academic Dr Ethan Stigras, examined the motivational factors which attracted volunteers to the 2009 Formula 1 event in Abu Dhabi. From this case study a number of interesting findings were identified, which assisted the team in more fully appreciating the nature of the objectives at hand. The team also believed that, to a certain extent, the inclusion of a relevant study in this way serves as a template in testing and comparing the validity and reliability of our own findings.

### **3.4 Data collection and analysis**

With a sufficient questionnaire return ratio, the team then sought to collate and analyse the responses of the volunteer sample. This was completed with the intention of identifying key trends, patterns and themes which may have been prevalent amongst the sample. The data was recorded and analysed, mainly through the use of Microsoft Excel software. Consideration was given to other associated programs such as SPSS; however Excel was selected due to its relative ease of use along with its common usage and levels of understanding internationally. Through recording the responses of the sample, the team was able to observe commonly held views amongst the volunteer cohort.

These trends allowed for the development of relative percentage breakdowns across each point of investigation on the questionnaire. Consequently trends and patterns were then presented using an array of charts in a clear and concise manner, which allowed for simple observations and the delivery of insightful findings relating to the objectives of the research. Alongside a thematic review of literature, these findings allowed the team to reach a number of insightful recommendations and conclusions, which are contained within this report.

As noted earlier, a cost replacement methodology was selected to arrive at an appropriate economic measure of the volunteers' contribution at the F1 Grand Prix. In presenting this data, firstly the volunteer base was divided by their event function. With each volunteer contributing eight hours per day to the event (regardless of function), this figure was then multiplied by the number of days each volunteer contributed. In executing some of their duties, such as those stationed in race control or operating as pit lane marshals, certain identified individuals voluntarily contributed a total of seven days, which included four race days and three days of training, to the event. A training day and event day were regarded as being equal in terms of their overall contribution. Other functions performed by colleagues at the race, such as those fulfilling recovery duties and welfare, contributed some twelve days, which included four race days and eight training days.

These figures permitted the calculation of a single volunteer's hourly contribution to the successful staging of the entire event. At this point the team incorporated a number of agreed salary scales per function, which were representative of the salaries afforded to these roles in a paid working environment in the UAE on a daily basis. Using the number of hours worked by each volunteer, this figure was then multiplied by the allocated daily salary scale, which allowed the team to arrive at a value which could be construed as their single economic contribution over the entire event measured in AED. This single figure was then multiplied by the number of volunteer's deployed in executing each function at the race, which gave a total team economic contribution for the event per function. These figures were then added together over the eleven different functions of the event to produce an overall economic value, in terms of the total contribution (measured used the aforementioned professional replacement model) over the course of the entire event. This structure also allowed the team to calculate the number of hours inputted by the total volunteer base over the duration of the event, which effectively conveys the magnitude of this volunteer effort in staging an event of global significance and which reflects very favourably indeed on the UAE.

### 3.5 Literature Selection

Conducting a thorough literature review as part of the study was deemed to be highly important for a number of reasons. Firstly, it allowed the team to improve its own understanding of the subject field. This was imperative in being able to arrive at a position where we could identify and analyse the key issues, themes, trends, best practice methods, complexities and challenges surrounding sports volunteerism. Additionally, an inclusion of a review of literature in this manner would further allow the research team to compare and contrast its empirical findings, considered imperative in testing

their validity and reliability. From this position, it could also identify aspects of its own findings, which perhaps differed from the trends emerging in previous studies. This form of comparison was very useful in identifying and arriving at recommendations in the latter part of the report. All of the sources selected in the review of literature were electronic, selected from internet searches and scholarly reviews.

### 3.6 Reliability and Validity

Thus a clear and transparent methodology has been used for the purposes of this study. In sport management circles it is commonly understood that a study which is replicable is one that is normally reliable<sup>3</sup>. In examining the existing literature, the team found a number of similarities in our findings and the findings of other studies conducted on the subject of sports volunteerism and its economic and social advantages. The research team fully believes that if this study were to be replicated at forthcoming Formula 1 events in the UAE, or indeed any such event on the FIA calendar, that the findings would be very similar to those contained within this report.

However, it is important to keep in mind that researching the concept of volunteerism has proven to be a unique investigation. As noted in chapter four, the definitions of volunteerism can differ greatly from study to study. Additionally, the precise nature of the methodologies adopted in the studies undertaken within this research theme is rarely identical. These complications have often been linked with the dearth of prior studies in the area of sports volunteerism. Conducting research in this realm will often suffer from such inherent weaknesses until greater importance is placed upon this topic by policy makers and researchers alike. Despite these difficulties, the team are confident that our study is highly reliable given the transparent nature of our methodology and its ease of replication.

Substantial efforts have also been taken during the course of our study to ensure its validity. The term validity can be thought of as an indicator of how impartial and representative a research investigation is in comparison to other studies in the subject area<sup>4,5</sup>. In this light, the team have placed great emphasis on controlling all of the factors which may interfere or negatively influence our findings and analysis. For example, the study has been conducted and presented quite expeditiously following the analysis of the completed questionnaires, thereby negating the passing of time as a possible external influence.

In addition, the interaction between the research team and the volunteers at the F1 Grand Prix was kept to a minimum. All members of the team maintained a value free perception throughout the study and remained completely impartial during the research and analysis process. This was crucial in developing recommendations, which would assist ATCUAE and the continued development of the volunteer program at future Formula 1 events in the UAE and amongst FIA sanctioned events. The research team firmly believe that the continuity which exists between our findings and those findings evident in other similar studies published in the past reflect well on the overall validity of our investigation and its balanced, conservative outcome.

### 3.7 Limitations

In the completion of this study careful attention has been given in approaching the topic in the most productive manner possible and ensuring the best possible outcome for all relevant stakeholders. Despite this intention, limitations may exist in this study. Around 42% of the entire volunteer population attracted to the F1 Grand Prix responded to the initial questionnaire. Whilst this is an adequate figure, a larger representation of over half the total number surveyed would have been welcome, as this may have presented findings more representative of the entire volunteer base working at the event. In addition, the selection of the cost replacement method to measure the economic contribution of the volunteers may represent a limitation of our study. Logical arguments have been made in the literature on the merit and accuracy of this measurement tool and notwithstanding these this method is internationally regarded as the industry standard approach.

It is also possible that the survey questionnaire used as part of this study may have benefited from some further modifications. Questioning the volunteers on aspects such as their precise motivations for volunteering at the event along with the perceived benefits they derive from doing so may have provided richer data in terms of investigation concerning the societal impact of their work. The study may also have benefited from including some observation techniques into our data collection methods. This approach might have assisted with our understanding of the issues at hand and other similar points of interest, such as how volunteers integrate with full time Formula 1 employees, for example. Including some in-depth interviews with a select number of volunteers may also have allowed the team to develop our overall understanding of the role and importance of volunteers at such an event. Finally, the inclusion of a comparative case study from a country where sports volunteerism is more commonplace and understood, might have served as a useful template for increased learning and recommendation suggestions.

### 3.8 Chapter Summary

In this chapter the structure of the methodology selected to conduct this research project has been detailed and critically evaluated. Identifying a defined research philosophy was very much dependent on the nature of the objectives established at the outset of the study. Incorporating an appropriately structured questionnaire and analysis method allowed for the creation of a number of important findings and recommendations. High levels of attention were paid towards ensuring the complete reliability and validity of this study, as the research team sought to adopt a completely balanced approach to its interpretation and writings in the context of volunteerism within the UAE. It was found that some limitations may also have been evident; however in general terms the team was very satisfied with the outcome of its approach towards the study.

# Chapter 4

## Literature Review

### 4.1 Introduction

In this section of the report the key trends and themes within the published literature on volunteerism, including that dealing with sport, shall be outlined and discussed. The concept of volunteerism will be examined and how the practice is received within global sport, alongside an examination of the common reasons why individuals are attracted towards volunteering activities. Emphasis shall be placed upon ways in which sports volunteerism may positively influence society and give rise to increased levels of economic prosperity. These findings will be presented in association with a case study, which includes a prior study on the 2009 Abu Dhabi Formula 1 Grand Prix undertaken by US academic Dr Ethan Stigras. This section will conclude with an evaluation of the principal barriers that actively suppress sports volunteerism levels globally, along with the key traits which are associated with best practice sports volunteerism programs worldwide.

### 4.2 Defining Volunteerism

A commonly accepted and understood definition of 'volunteerism' is remarkably elusive. A failure to arrive at an agreed definition is linked to problems associated with pinpointing the precise meaning of the act of 'volunteering'<sup>6,7</sup>. This is primarily a factor of a lack of clarity concerning engagement in activities that can result in one being referred to as a 'volunteer'. Differences in philosophical, cultural and ethical interpretations of the work of volunteers only add to these complexities. Given these complications, it is typical to find more open-ended definitions being used, such as that offered by the UN General Assembly<sup>8</sup> –

***“A wide range of activities, including traditional forms of mutual aid and self-help, formal service delivery and other forms of civic participation undertaken of free will for the general public good and where monetary reward is not the principal motivating factor”***

Literature suggests that, rather than pursuing one single definition, we should think of volunteerism as displaying a number of agreed characteristics, such as those described below by the International Labour Organisation<sup>9</sup> –

- An activity or work completed in-kind, carried out by people.
- Performed willingly by free choice independent of external forces and without payment.
- Done to promote a cause or help someone outside of the volunteer's household or immediate family.
- Formally performed, through an organisation or informally on an individual basis.
- In essence volunteerism can be thought of as – *The provision of a service agreed to under personal freedom of choice for no monetary gain.*



### 4.3 The Role of Volunteerism in Sport

Volunteers are widely regarded as being a core component of sports delivery at all levels of the industry<sup>10-12</sup>. A widely held opinion suggests that the majority of sporting organisations would be unable to function effectively were not for the assistance of volunteers<sup>13</sup>. On a daily basis volunteers make an invaluable contribution to sport. As an activity in and of itself, volunteerism is linked with innovation, social cohesion and economic competence. Indeed, ultimately, a voluntary workforce assists with the sustainability and diversity of sports services with no added budgetary constraints<sup>14</sup>.

When the concept of sports volunteerism is discussed in the public realm, an emotional attachment is often displayed in relation to large scale sporting events, such as the Summer Olympic Games. In many respects this is a valid position, as these spectacles often attract volunteers in multiple of thousands and in a manner unparalleled by other sporting bodies with perhaps more modest means. For example, the 2010 Winter Olympic Games in Vancouver, Canada had a volunteer body of some 18,500 individuals<sup>15</sup>. In the same year almost 68,000 people applied to volunteer at the FIFA World Cup in South Africa, from which 18,000 were recruited<sup>16</sup>. Translating this level of contribution and manpower into economic figures would unquestionably present some truly incredible numbers, as will be appreciated later in this report.

However, volunteers are not only found at prestigious international events. At a national and local level, volunteers play equally significant roles. For example, the Special Olympics International movement were assisted by over 306,000 volunteer coaches and an additional 800,000 voluntary youth assistants in 2011<sup>17</sup>, a truly remarkable contribution of 'in-kind' labour. Even at a local sporting level, volunteers make equally important contributions, which are admittedly sometimes not always appreciated by those who benefit from their work.

An appropriate example of this can be found in the European nation-state of Ireland, where volunteers perform a crucial function in the organisation, promotion and management of Gaelic Games under the administration of the indigenous sporting body, the Gaelic Athletic Association (GAA). These sporting activities are very much at the heart of local communities in Ireland with the majority of coaches, administrators and organisers working in a voluntary manner. These assistants offer their time primarily for the enjoyment of the sport, the development of a regional identity along with the creation of sporting opportunities for young people in their locality. Without the input of these volunteers it is highly unlikely that this sporting code could continue to exist from generation to generation<sup>18</sup>.

Sports volunteers are often divided into two categories. The first of these are those volunteers who hold positions in management, governance and office administration. The second category consists of those volunteers who partake in more operational roles, such as team management, coaching and event organization. Moreover at larger sporting events it is common to find operational volunteers assisting with activities such as venue support, concessions, security, logistics, accreditation, media, hospitality and medical support.

Volunteers who assist in the first category presented here can often be found undertaking activities such as supervision, the development of training programs and human resource management functions. Amid both of these categories it is normal to find both 'core' and 'peripheral' volunteers. Core personnel are those who are deeply involved in fulfilling important roles and often contribute many hours to their position and responsibilities. Peripheral volunteers, on the other hand, can be thought of more ad-hoc assistants or those who offer their services on an occasional basis and/or for a limited number of hours<sup>19</sup>.

To address personnel requirements and to manage the costs involved in hosting or administrating sport, organizers often appeal to local and national communities for assistance. Given the range of duties and services volunteers provide in a sporting context, it is entirely appropriate to concur with the view of those commentators who understand their involvement as being a core component of sporting delivery<sup>20</sup>. It is also important that their contribution is not taken for granted or overlooked in the manner hinted at previously. It is logical to suggest that without the involvement of volunteers in sport, opportunities for sport within society and its televised visibility, along with its mass appeal, would suffer immensely.

#### 4.4 The Demographic Profile of Sports Volunteers and International Presence

With sports volunteering being viewed as critical to the success of the industry itself, it is surprising to note that only a select number of countries actually record sports volunteering figures. Within those countries that do, it is evident that sports volunteerism is a common and popular activity. For example in 2010, almost 2 million adults in England contributed at least one hour per week to voluntary sporting activities, more so than in any other sector<sup>21</sup>. In New Zealand almost 830,000 individuals volunteered in sport in 2007, approximately 25.3% of the entire population<sup>22</sup>. In Australia sports volunteers are recognised as being a highly important component of national public policy<sup>23</sup>. This is evident in the numbers of volunteers in Australian sport. For example in 2006, over 1.7 million Australian citizens volunteered in sport and often in more than one role<sup>24</sup>. Canada also possesses relatively high levels of sports volunteers, with 18% of the total volunteers in the country offering their services to sport in 2009, the equivalent of an additional workforce of 262,000 full time paid employees<sup>25</sup>.

Studies have been conducted which aim to capture the demographic profile of those individuals who volunteer in sport. A key finding of these studies reveals that such individuals are more liable to emerge displaying a high level of educational achievement and disposable income. However, this finding is often only apparent amongst those volunteers who are over 35 years of age<sup>26</sup>. Typically younger volunteers come from lower income backgrounds. In an informative study from Ireland, conducted in 2005, it was found that sports volunteerism was commonly found amongst professionals, with 20% of those surveyed holding roles at professional and middle-managerial levels. This particular study also reported how sport volunteerism is more common amongst the

self-employed and rather less common amongst those who are retired or unemployed. A link was also found between those individuals who volunteer in sports and those with a registered disability, particularly those older than 44 years of age<sup>27</sup>.

These findings are broadly representative of other studies carried out on this subject. In a study conducted by Sports England in 2003, it was noted that a relatively even percentage of volunteers could be found existing within each social demographic. However, the highest percentages of volunteers (8.5%) could be found in the 16-19 year old category and the 35-44 year old demographic. A notable decrease was again apparent in the over 65 years demographic (2.9%). One aspect of this study, which represents something of a departure from other studies, is that twice the numbers of volunteers in this study were male (67%) as opposed to (33%) females<sup>28</sup>. In other notable studies, however, such a disparity between genders was not evident<sup>22, 20, 18</sup>. This particular study also found that 54% of sports volunteers surveyed were classified as being 'moderately to highly educated' and representative of an elevated socio-economic background.

#### 4.5 Motivations for Volunteerism in Sport

In reviewing the existing literature, there is a clear consensus on the key motivational factors which belie volunteerism in sport. One of the foremost motivations is often one's own personal and professional development<sup>29</sup>. Many volunteers offer their time and services with the intention of learning new skills, knowledge and the attainment of valuable work experience. The chance to improve core competencies in this way is often difficult to refuse in highly competitive job markets and in situations where an individual has limited work experience. Volunteering in sport is unique from the perspective that it is very much skills based in comparison with other volunteering activity. From this perspective, advertising and marketing sports volunteering opportunities is often a much more straightforward task.

A willingness and desire to develop and better one's own community represents another important motivational tool. Many individuals who volunteer feel a sense of obligation and belonging to their community and in such cultures volunteerism is almost understood as being an integral part of society<sup>30</sup>. This kind of mind-set is very much altruistic in nature, with satisfaction gained from giving something back to the community or in assisting a particular sports institution, which may hold a personal attachment. Similarly, people are also attracted towards sports volunteerism as it can often be conducted in association with friends and family members. This is especially true in closely tied communities where those families and individuals who volunteer are often held in great regard by the wider community. This form of acknowledgment is another important motivation for some individuals in their voluntary activities.

Chelladurai et al (2003) makes the point that national patriotism can also represent a significant motivating factor for sports volunteers<sup>31</sup>. This is an especially valid point in the context of international sporting events. In this setting an individual may take great satisfaction in seeing their country stage a sporting event with great success and prestige. Often this kind of imagery

amongst television viewers represents a tremendous advertising and marketing coup for the host nation, as large scale events are often regarded with marvel and almost a sense of envy by others. The satisfaction of marketing, or 'brand leveraging', your nation in this way is often a source of great fulfilment for volunteers.

A very much underappreciated motivation involves the improvements sports volunteerism can generate in terms of mental health and overall feelings of wellbeing. In an interesting study conducted in 2008, the Corporation of National and Community Service found a host of health benefits attached to volunteerism<sup>32</sup>. In fact the key findings of the study established a link between volunteering and greater life satisfaction rates, along with a reduction in anxiety and depression levels. The study also showed that individuals who reported higher levels of self-esteem, life satisfaction and health levels were more likely to volunteer than those who did not<sup>33</sup>. These initial findings are supported by numerous research papers published in the field, which confirms that a well-designed volunteer experience enhances feelings of accomplishment and societal contribution<sup>34-36</sup>.

Longitudinal studies in the United States have also linked volunteerism with physical health improvements, such as longer life spans<sup>37</sup>. This is especially apparent amongst older volunteers who benefit from the changes they experience in terms of their role in life and social relations<sup>38</sup>. These findings are supported by a study conducted at the 2002 Commonwealth Games in England, which examined the factors that had motivated the volunteers to take part in the event. Almost all of the volunteers (96%) felt that it would represent a fulfilling experience in terms of contributing to wider society. Furthermore, an additional 91% agreed that they would gain satisfaction through assisting others along with being part of a team and representing the host city of Manchester to a global audience<sup>39</sup>.

## 4.6 The Social Impact of Sport Volunteerism

The very essence of voluntary work coheres around the basic elements of human values, which consist of individuals helping others and, in the process, ultimately helping themselves. In modern society, volunteerism can be viewed as a form of civic activism and viewed from that perspective it gives rise to a number of societal benefits<sup>40</sup>. Indeed one of the key societal benefits of voluntary work is that without this input, there would be a significant reduction in the opportunities available to society as a whole to both participate in, and watch, sporting activities. As a consequence of this potential decline, it would be expected that the health of the public, amongst other negative outworking, would suffer. Sports volunteering also afford young people, in particular, the chance to be positively engaged in society at the expense of other possible anti-societal temptations. The relationship between sports volunteerism and its potential in serving as a mechanism that can address anti-societal behaviour is highly apparent within the published literature.

In the United Kingdom the concept of using sport to pursue social policy goals has been evident since the ascension of the New Labour government in the mid 1990's. Unveiling a program which

linked sport volunteerism to societal goals, such as reducing criminality, engaging the disaffected, encouraging educational attainment, upgrading skills and improved employability credentials was an important component of New Labour's program for government in the late 1990's<sup>41,42</sup>. The underlying potential of sports volunteerism in this regard is also demonstrated by recently undertaken research, conducted in 2010, that found extensive evidence that youth volunteering in sport was associated with an increased community orientation, improved social awareness, discipline and behavioural improvements<sup>43</sup>.

Another key societal advantage attributed to sports volunteerism is its role in the safeguarding of sports facilities within one's own community. Successful volunteering programs can pave the way for further sports investment, which can increase participation levels further within local communities. Volunteering can also often provide a platform for individuals to participate in 'niche-orientated' sports, which may not be normally considered as being a viable investment opportunity for private sector entities or indeed where those in the public sector cannot justify investment in such a specialised field<sup>28</sup>. Sports volunteerism can also build towards greater social cohesion and integration, especially amongst members of differing ethnic backgrounds and nationalities, along with individuals from divided societies assisting a movement towards positive change and increased trust<sup>44</sup>.

This section of the literature review presents many interesting findings, which should be of interest to ATCUAE in the development of its marketing and advertising campaigns for forthcoming Formula 1 events within the UAE. For example, promoting the manner in which Emirati nationals can avail of training opportunities in a high quality working environment, which may otherwise be unavailable to them, should be emphasised across all demographics. The improvements sports volunteerism can foster in furthering the development of sporting practice in the country should also be recognised and leveraged.

The subsequent improvements this expansion can offer in terms of both the physical and mental health of the nation is apparent across our literature review. Projecting volunteerism as a form of national duty and civic pride is also recommended, as literature has shown that this mind-set can be a very powerful motivational factor. Ideally the requirement to volunteer at the Formula 1 Grand Prix in Abu Dhabi should be marketed as constituting part of a national legacy. In years to come the event should be symbolic of the civic pride and vision of the Emirati people and its committed volunteer base that played an important role in the infancy of the event and its enduring societal and economic influence within the UAE.

#### 4.7 The Economic Impact of Sport Volunteerism

The potential of sport in serving as a source of economic regeneration and added value has long been accepted amongst existent literature<sup>45,46</sup>. However, the economic contribution of those who volunteer within the industry has, to date, been subject of very limited scrutiny. A number of reasons are suggested for this trend. Doherty (2006) highlights the fact that only a small number of industrialised countries actually record data on volunteering<sup>47</sup>, thus limiting awareness of its

influence within wider society. Studying volunteerism levels across international borders is often problematical on account of the variations that exist in definitions, methodologies and research which prevail in terms of measuring its economic influence. As a result, most of the limited data that is currently available typically emerges from privately sponsored surveys which deploy small samples, variable definitions, questions and often unreliable methodologies<sup>48-50</sup>.

Despite these complications, a number of studies which have shared similar definitions and methodologies have been conducted. In terms of measuring economic contributions, the main methodologies cited in existing literature include opportunity cost, replacement cost and contingent valuations<sup>51</sup>. Replacement cost is often the most commonly applied and utilised and is used in this particular study. This methodology measures the value of volunteers by the cost of substituting one hour of paid work for one hour of volunteer work undertaken within a comparable position<sup>52, 53</sup>. This places a value on the individual voluntary contribution by reference to what it would cost to hire someone to do the work in a paid capacity, which the volunteer otherwise carried out for free. Of course this approach assumes that volunteers and paid employees are interchangeable, which is sometimes not an entirely accurate position to adopt. Some analysts find this approach somewhat controversial as it fails to take into account the possibility that a volunteer's skills and experience may differ from those of a specifically recruited paid employee<sup>54, 55</sup>.

Opportunity cost is another common approach which measures the value of the time that the volunteer could spend in his or her regular job if he or she were not volunteering. In this context, this method measures the value of the volunteer's contribution by reference to the value of the alternative opportunity they are forgoing in order to volunteer<sup>56, 57</sup>. Another notable methodology is contingent valuation. This technique relies on the stated amount that those making use of a non-market service would be willing to pay for that service if it were no longer available to them free of charge. Whilst this approach is highly subjective, some notable economists ascertain that with a proper design this strategy can offer reliable indicators of value<sup>58-60</sup>.

Apart from measuring economic input at an individual level, attention must also be placed on the level of volunteer contribution both at an organisational level and macro-economic level. From an organisational perspective this would take into account the value of the additional activities and services an organisation can provide as a result of its voluntary assistance, along with added value in aspects such as access to new funding sources, improved relations with stakeholders and the wider community.

Equally as important is the effect of volunteerism at a macro-economic level. Attracting exposure and publicity at this level is crucial in attaining public policy inclusion and financing. Despite the obvious advantages of volunteerism to any national economy, most countries do not allocate a specific budget towards voluntary work schemes, which is unwelcome as other sources of funding are remarkably rare. In the United Kingdom, for example, sports volunteerism is financed largely by government along with public sources, such as the state's national lottery<sup>61</sup>.

Despite the measurement difficulties that exist, there are some studies in the current literature which highlight the remarkable economic returns sports volunteerism can generate. For example the economic value of sports volunteerism in England was just under £2 billion in 2010<sup>62</sup>. While the sports industry in England possesses large scale private sector investment, this level of return can also be witnessed in other countries where sport is comprised mainly of smaller, community based institutions, such as in Northern Ireland. With a population of just over one million, the economic value of sports volunteers in the country in 2008 equated to £106 million. This number is equivalent to 17% of the total sports related economic activity within the region<sup>63</sup>.

These figures, ratios and trends can also be seen in other parts of the world. In a very significant study, Dalziel (2011) conducted research into the economic contribution of volunteers to the sports industry in New Zealand between 2004 and 2009, using the replacement cost method. His study found that on average, sports volunteers in the country provided 51.3 million hours of output per annum. This translated into an overall economic contribution which ranged from NZ\$ 704.3 million in 2004 to NZ\$ 728 million in 2009. These figures are equitable to the annual total income of the population employed in paid sport in the country, which was NZ\$ 875 million<sup>22</sup>.

In another insightful study, Chalip (1999) conducted a predictive research report on the economic valuation of the volunteers at the 2000 Olympic Games in Australia, again utilising the cost replacement methodology. Prior to the Games, the Sydney Organising Committee recruited 40,000 volunteers who produced a combined output of 5.45 million hours, equating to an economic contribution of A\$ 109.75 million. Taking into account the overall cost of recruiting the volunteers (A\$ 5.1 million) a relative ratio of 2152:1 was arrived at; thus for every dollar invested in the volunteers an approximate return of A\$ 21.52 was realised. This study also suggests that the event, to a significant degree, was made possible thanks to the assistance of the volunteers. Considering that the Games injected an additional A\$ 6.5 million of economic activity into the Australian economy, the indirect contribution of the volunteers in this regard is highly substantial<sup>64</sup>.

In placing this report into context, it truly gives a scale of the contribution volunteers can make in economic terms, especially at large scale sporting events. For example the total economic impact of the UK Olympic and Paralympic Games in 2012 was estimated to be in the region of £16.5 billion over a twelve year period<sup>65</sup>. The Games are also anticipated to generate a net increase in the number of tourists to the United Kingdom in the region of 10.8 million with a subsequent tourist spend of £2 billion. Without the contribution of the 70,000 volunteers who assisted at the event, it would be highly unlikely that this event would have been able to return such impressive economic numbers. From this perspective, it is apparent just what form of contribution volunteers do actually make, both directly and indirectly, in economic terms<sup>66</sup>.

However, this level of economic contributions is not merely restricted to events of the magnitude and scale of an Olympic Games. Annual sporting events such as the Formula 1 Grand Prix, which also obviously rely heavily on volunteers, often return impressive economic figures. For example the British Grand Prix in 2011 contributed an estimated £14 million to the UK Treasury in 2011<sup>67</sup>.



Similar figures were realised at the Australian Formula 1 Grand Prix in 2005, which created a total expenditure injection of A\$51.25 million into the Australian economy<sup>68</sup>. It is appropriate again to highlight that these kinds of economic returns would not be as impressive or as substantial were it not for the assistance of the thousands of volunteers who give their time freely across the Formula 1 series on an annual basis.

Sports volunteerism can also contribute, in an economic sense, in a range of ways apart from assisting in the profitability of major sporting events. For example, volunteering can aid in the creation of innovative partnerships between businesses, public authorities and voluntary sector organisations. These kinds of partnerships can lead towards the creation of new paid employment opportunities for many involved in the voluntary sector. Another indirect economic outcome coheres around the concept of 'volunteer tourism'. This term describes an instance where an individual may travel to a certain location outside of their locality to volunteer at a specific event. For example, the London Summer Olympics of 2012 attracted many volunteers from outside of the London area. To partake in such events, these volunteers used hotels and spent money in the locality, in much the same way that a tourist would were they visiting the city to attend the event. This creates inward economic migration and enhanced activities in many cities which host large scale sporting events and that commonly attract large numbers of volunteers. This effect can be multiplied by a factor of two or three if a volunteer brings their family or friends to accompany them in their volunteering duties<sup>69</sup>.

Promoting awareness of these levels of contribution should be a key objective of ATCUAE in forthcoming years. The economic figures associated with sport volunteering programs often go unnoticed by public sector authorities internationally. Therefore it is not entirely surprising that sports volunteerism is often a missing public policy component, despite its obvious economic and societal benefits. This section of the literature review has demonstrated the kinds of economic figures volunteerism can generate directly. In examining the literature on this subject, it is evident that the indirect economic contribution of volunteerism is equally as important. This can manifest in increased tourism levels, increased innovation between business, public sector authorities and voluntary sports organisations along with promotion of the concept of volunteer tourism. Raising awareness of these trends and possibilities amongst policy makers should be regarded as being equally important.

## 4.8 Challenges to Sports Volunteerism

As an ideal, sports volunteerism faces many challenges –

### **Volunteer recruitment and retention**

Recruiting and retaining volunteer labour are primary concerns for those organizations that rely upon it<sup>70</sup>. An awareness of the motivations that encourage volunteers to offer their services is imperative as such information can be used to construct advertising and marketing initiatives aimed at actively addressing these issues<sup>71</sup>. Furthermore, the difficulties associated with recruitment and



retention has produced supply problems for many sporting organisations. This has led to increased competition amongst recruiters for skilled assistants. Volunteers are becoming harder to find and more valuable<sup>72,73</sup>. One of the key problems is the amount of time volunteers are willing to commit. Many people feel that volunteering is too time consuming in light of other, often paid working commitments. It is also noticeable that sports volunteers are tending towards ad-hoc participation rather than long term commitments, which results in recruitment and continuity difficulties internationally<sup>74-76</sup>.

Another notable trend in recent years is the willingness of volunteers to only offer their assistance when fulfilling certain roles<sup>77,78</sup>. This in turn presents difficulties when presenting a full national program of sporting delivery. Many of these difficulties have been linked with the increased professionalism required of volunteering programs. Pressure from governments and policy makers in their aspiration to introduce sports volunteerism into health and societal reform programs have created an environment where funding is inextricably linked to ethical and professional volunteering practices.

This has created a situation where volunteers are confronted with increasingly complex tasks, which often require specific skills and qualities. This often increases tension levels as volunteers are expected to meet these demands in an ever more professional setting yet remain unpaid whilst doing so. This kind of working environment is increasingly making volunteer recruitment and retention difficult as this particular volunteer profile is becoming more challenging to attract, recruit and retain. It is also possible that this added level of professionalism in volunteer settings may discourage high numbers of potential volunteers as they may conclude that they either do not have the skills necessary to fulfil the required role and, as a result, that their efforts might be better served in education or employment training programs<sup>79</sup>.

There are also challenges to be met in terms of volunteer retention. Ideally sports organisations want to retain their voluntary workforce as it provides a sense of continuity, stability and the avoidance of unnecessary resource allocation through the selection and training of new volunteers. A program characterised by high levels of volunteer turnover would not only reflect poorly on the organisation in question, but may also serve to threaten their existence. As a result of these pressures, many organisations have realised that they need to be highly efficient in terms of volunteer retention<sup>80,73</sup>.

The satisfaction and interest volunteers take from their work is highly influential in terms of overall retention<sup>81</sup>. Commitment levels are often linked to the climate of the workplace, with many voluntary environments often associated with low performance expectations. In this type of working environment it is to be expected that frustration and disillusionment may emerge. In this instance a practical challenge exists, which calls for a workplace that values training, learning, recognition, communication, teamwork and a shared culture of reward<sup>13</sup>. Only through addressing these challenges can the issue of volunteer retention be properly managed and accounted for.

## Lack of information and awareness

Given the limited studies and focus placed on the issue of volunteerism, it is not surprising to learn that substantial sections of society do not know much about volunteering, its value or even about how to become involved in such work<sup>82</sup>. This predicament has to a certain extent discouraged volunteering and undervalued its impact amongst society at large. Levels of youth volunteering are clearly effected by the fact that volunteerism is not promoted within educational systems in many parts of the world. This lack of awareness must be challenged through increased public sector involvement, which has already proven to be true in certain parts of Europe and Australasia. Through this realisation, awareness and coordination of sports volunteer programs can become more commonplace internationally<sup>22</sup>.

## Previous dissatisfaction

A previously disappointing experience around volunteerism can occasionally lead individuals to refrain from further participation in this realm. As volunteering environments become more professional, often in line with government regulations, then heightened workloads, planning requirements, target setting and intricate complexities appear to become more commonplace<sup>83</sup>. The consequence of this are greater levels of paperwork, added bureaucracy, complicated registration protocols, increased health and safety legislation, child protection adherence and background security checks are all becoming increasingly everyday aspects of voluntarism across many countries<sup>84-86</sup>.

If a volunteer offers their services to a sporting organisation, entirely of their own free volition, only to encounter frustration invoked by these added pressures, they may question the wisdom of their original decision. A bad experience such as may arise under these circumstances, can lead to them forming a view that volunteerism is simply not worth the complications, inconvenience and effort. Quite clearly previous volunteering experiences, which have failed to live up to expectations, can lead an individual to presume that all voluntary options provide the same levels of frustration and complications and may result in future approaches being declined<sup>87</sup>.

Volunteerism can also attract and bring together people who have different personalities, backgrounds, experience levels, educational attainment and career aspirations, which can also create difficulties and complications. This is particularly evident in the United Kingdom where sports volunteerism in some instances is used as a means of meeting social inclusion targets and, as a consequence, often attracts a range of individuals from a wide variety of demographic and ethnic backgrounds. Whilst some people might welcome the opportunity to interact with such a wide range of individuals, others may view this setting as a source of frustration and consequently refrain from future volunteering opportunities.

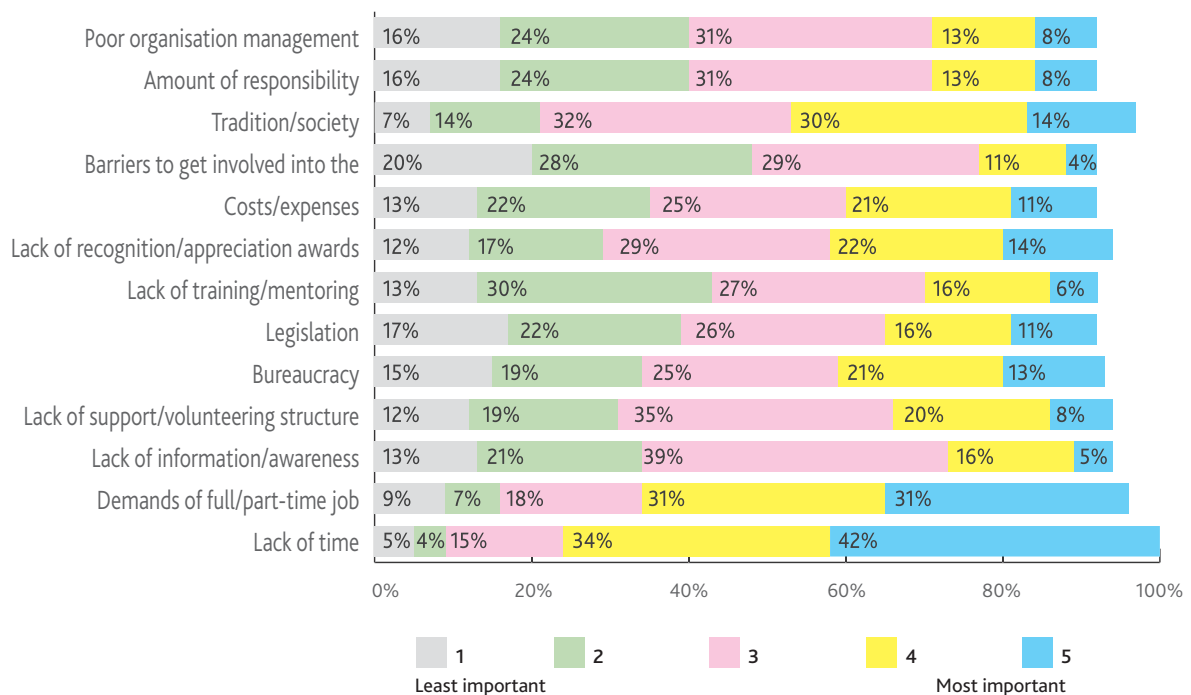
## Financial cost

Volunteers receive no payment for their input; however this is not to suggest that these individuals are available completely 'free of charge' to sports organisations. Baum (2007) comments that there are notable costs incurred by those who recruit volunteers, around aspects such as training, facilities, uniforms, administration, transport, accommodation and catering. Voluntary roles are also subject to an increasing number of legislative demands, which places further legislative costs onto organisations in terms of adherence<sup>88</sup>.

In a study conducted by the European Union in 2009, a number of common barriers were found to be actively suppressing sports volunteerism levels within the continent. These responses were offered by active volunteers.

Figure 1 highlights their views, with a colour coded scheme of '5' being highly important and '1' representing slightly important opinions<sup>89</sup>.

## Main barriers that sport volunteers face



**Figure 1: Key barriers facing sport volunteers**

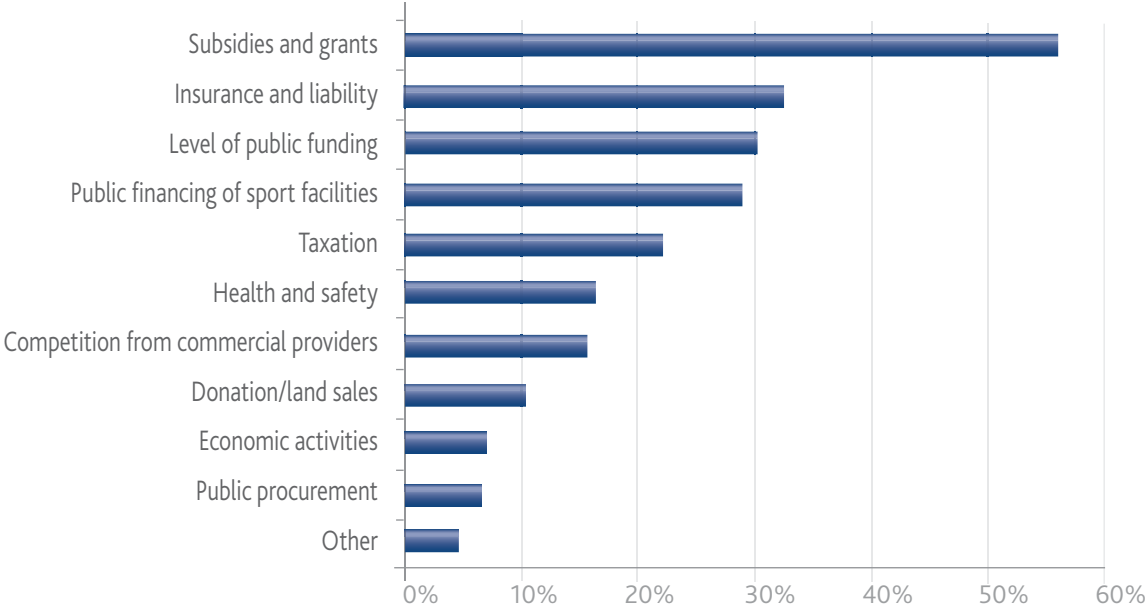
In examining the responses found in Figure 1, there are a lot of similarities between these findings and the themes prevalent in existing literature. Pressures surrounding time constraints and the demands of full time employment weigh heavily on the ability of volunteers to fulfil their duties in many countries. Another significant finding surrounds the importance of adhering to accepted traditions and societal expectations. In some instances this may mean refraining from any form of volunteerism totally. This is a significant factor in many parts of the world, particularly in Eastern Europe and parts of the Middle East due to the connotations between unpaid work and subservience.

From this respect it must be noted that volunteering and other forms of subservience are two very different practices and bear no resemblance to one another. It could be argued that this barrier in itself is a consequence of the lack of information and awareness that surrounds volunteerism.

The moves towards increased professionalism in sports volunteerism in some countries has created difficulties, as noted earlier. This is evident in the enhanced legislation and bureaucracy complications cited by a host of commentators on the subject. Other commonly mentioned difficulties in this study include a lack of training, recognition, role definition, structure and costs.

In the same study, the challenges and barriers encountered by sports organisations in terms of volunteer recruitment and management was also investigated.

The responses to this question are shown in Figure 2 –



**Figure 2: Challenges encountered by sport organisations in the development of volunteering**

In interpreting Figure 2 it is clear to see that in many parts of Europe public policy is playing a role in inhibiting the growth of sports volunteerism. This finding is one that is worthy of further investigation given the importance of public policy adoption in developing volunteerism and raising awareness of its importance within mainstream society. Another notable finding is the problems associated with finance and subsidies. This issue has most likely grown exponentially given the economic crisis present in Europe for at least the last five years.

ATCUAE should be aware of these barriers from a volunteer and organisational perspective. Ideally volunteer programs should have an appropriate structure, high levels of training, support, recognition, role definition and be conscious of financial considerations. An understanding and appreciation of insurance and associated legislation, and the challenges of public financing, is also essential as are an awareness of the increasingly professional standards expected of voluntary sports programs.

## 4.9 Examples of Best Practice Methods in Sports Volunteer Management

Given the difficulties associated with volunteer recruitment, retention and management. It is timely to examine the key characteristics of commonly accepted best practice sports volunteering programs. In a landmark publication, Sport England (2003) highlighted a number of such case studies, all of which possessed the following themes<sup>28</sup> –

- An emphasis on strong discipline.
- Trust is imperative; no single volunteer should be expected to complete a task without the support of their peers, important in avoiding feelings of isolation and resentment.
- Training is provided where necessary and should be paid for.
- Effective and successful volunteers are invariably happy volunteers, morale is crucial.
- Unsuitable or problematic volunteers should be dismissed or subject to disciplinary measures.
- Minorities should be welcomed, if notable disparities exist amongst a certain demographic, questionnaires should be sent to that demographic in the locality to question why they do not wish to volunteer. This approach has successfully addressed demographic disparities in some studies.
- Recruitment problems can often be addressed by careful planning, publicity, good communications and the promotion of role models.
- Retention is often linked to clear structures and a culture of continuity.
- Volunteers should have limited expectations initially; their requirements should grow in line with their experience levels.

## 4.10 CASE STUDY: Motivational Profiles of Volunteers at the 2009 Formula 1 Abu Dhabi Grand Prix (Ethan Strigas 2010)<sup>90</sup>

November 1 2009 represented a landmark for motor sport in the UAE. Whilst playing host to a number of circuit based events throughout the years, this date marked the arrival of the first ever Formula 1 event to be held in the country. This occasion created a number of challenges for the Automobile and Touring Club of the UAE (ATCUAE). One of the most telling challenges the club faced was securing the 700 volunteers needed for the landmark occasion. Given the relatively unknown status of volunteering in sport within the UAE, ATCUAE sanctioned an official research study into the motivational factors which would attract volunteers to the event.

The purpose of their study was to –

- Examine the motivations that influence volunteers to participate at motorsport events.
- Explore the major dimensions of volunteerism within motorsport more broadly.
- Provide insight which would assist ATCUAE develop strategies to address the challenges of volunteer recruitment.

The study divided Emirati nationals and non-Emirati (expatriates) into two different research samples. Using a method commonly adopted in the United States to assess motivation levels amongst sports volunteers, the study firstly examined those volunteers of a non-Emirati origin. In this part of the study a number of questions which sought to identify the demographic profile of these volunteers were conducted. This sample was then presented with 35 motivational statements with correspondents being asked to indicate to what extent each motive influenced their decision to participate at the event. Turning to the Emirati citizens who volunteered, this sample was examined using an in-depth interview which assessed the motivations that drew them towards volunteering at the Grand Prix.

The key findings amongst the non-Emirati (expatriates) sample reflected the following key motivational factors –

- "I wanted to be part of the history of hosting a Formula 1 event for the first time in the UAE"
- "I wanted to be close to the action of the race"
- "I am a motor sport fan"
- "It is fun to volunteer at the Abu Dhabi Formula 1GP"
- "Volunteering helps prove that the UAE can host major sporting events"

The least commonly referenced motivational factors amongst this particular sample were –

- "My school/employer is going to give me an extra credit/bonus for volunteering"
- "My school/employer expect their students/employees to provide community service in the form of volunteering"
- "I wanted to receive complimentary items and free gifts"
- "I wanted to be recognized for doing this volunteer work"
- "Volunteering is in accordance with my religious beliefs"

In general terms the study found that a standard expatriate volunteer was a dedicated and knowledgeable supporter of both motor sport and in particular Formula 1. The opportunity to participate and be associated with this kind of sporting occasion was an important motivational factor. This desire was further enhanced by the fact that the event was taking place in the UAE for the first time and hosted in a state of the art facility. Self-serving perspectives and the opportunity for increased social interaction represented key motivational factors amongst this sample with peer recognition, complimentary gifts and religious beliefs playing a much lesser role.

The key volunteering motives amongst the Emirati national sample were described as –

- "The sense of doing something worthwhile and the idea of serving for a greater cause"
- "A sense of personal accomplishment"
- "A great entertainment option (feeling enjoyment and having fun)"

- “The opportunity to socialize with people from other cultures and nations, exchange ideas and knowledge”
- “An opportunity to become a role model for a new generation of Emiratis”
- “The nature and scope of the event”
- “A sense of national pride and a moral obligation to assist government and society”
- “To improve language and communication skills”
- “An obligation to serve visitors in a way that makes that experience a memorable one for those visiting the Emirates for the race”

The Emirati sample investigated as part of this particular study exhibited a strong obligation to serve their country and a desire to act as role models for younger people. A significant part of this cohort also identified volunteering as forming part of their religious beliefs and as part of 'giving back' to their society and government. Their connection with motor sport is normally a temporary one and once the event has transpired they tend to revert to type, so to speak. This particular finding represented a major distinction between the two samples. Emirati's volunteers were also attracted to the event with a desire to socialise with other people from different cultures and backgrounds, specifically from an educational perspective. It is important to acknowledge that the Emirati sample was drawn to the event for a host of societal reasons, all of which have been acknowledged earlier in this chapter as being core motivations in sports volunteerism.

#### 4.11 Chapter Summary

This chapter has demonstrated the hugely important role volunteering plays in the provision of sports development and its delivery. This realisation can be viewed at an international, national and local scale. Despite limited research, a clear relationship exists between voluntary work and an array of societal and economic benefits. This chapter has demonstrated that sports volunteerism is linked with greater levels of social cohesion, improved mental and physical health along with a more productive, experienced and skilled workforce. Apart from these patterns, sports volunteering activity also serves as an important economic driver with highly substantial value added contributions along with direct and indirect macro-economic influences.

In certain industrialised countries, these advantages have been recognised through the increased efforts which have been made in terms of linking volunteerism in sport with wider public policy issues, such as tackling segregation and addressing anti-social behaviour. However, this chapter has further demonstrated that this policy is also potentially harmful to the concept of sports volunteerism and its growth internationally, due to the increased professionalism and higher standards expected within the sector. Despite these problems, the economic and societal benefits of volunteerism are truly substantive. For this practice to be more widely adopted, attention must be placed around consideration of the barriers that thwart its growth, both from a volunteer and organisational standpoint. The potential value of this is incredibly important, yet too often understood amongst sports providers internationally.

# Chapter 5

## Findings and Analysis

### 5.1 Introduction

In this section of the report the responses and trends which emerged from the completion of our questionnaire by the volunteer body prior to the 2012 Abu Dhabi Formula 1 Grand Prix are considered and discussed. The main patterns and themes uncovered from this data set are detailed and then compared with the existing literature. The significance of our findings and the lessons they provide from an intelligence and marketing standpoint are given due consideration. This aspect of the report will conclude following an investigation into the economic contribution the volunteers presented for the benefit of the UAE as a result of their participation at the F1 Grand Prix.

### 5.2 Key Findings

- The majority of volunteers were male, aged between 22 and 44 years, highly educated and had prior experience of motor sport volunteerism.
- Most volunteers were either of European or Asian origin, with only 8% Emirati nationals participating and confirming a large expatriate representation.
- Volunteers assisted in a wide range of roles, with noticeable concentrations in the function of Intervention Marshalls and Scruitineering.
- Perceived training benefits were only identified by around half of all volunteers questioned, with managerial decision making, enhanced time management outcomes along with improved health and safety standards constituting the main transferable skills identified by the sample group.
- Overall participation costs incurred by volunteers were quite low, between AED 500-1000 on average, making the act of volunteerism at the F1 Grand Prix relatively efficient for most respondents.
- The volunteers made an estimated, if conservative, economic contribution of AED 6,641,500 and gifted a total output of 53,448 hours in respect of their duties over the course of preparing for the F1 Grand Prix and during the event itself.

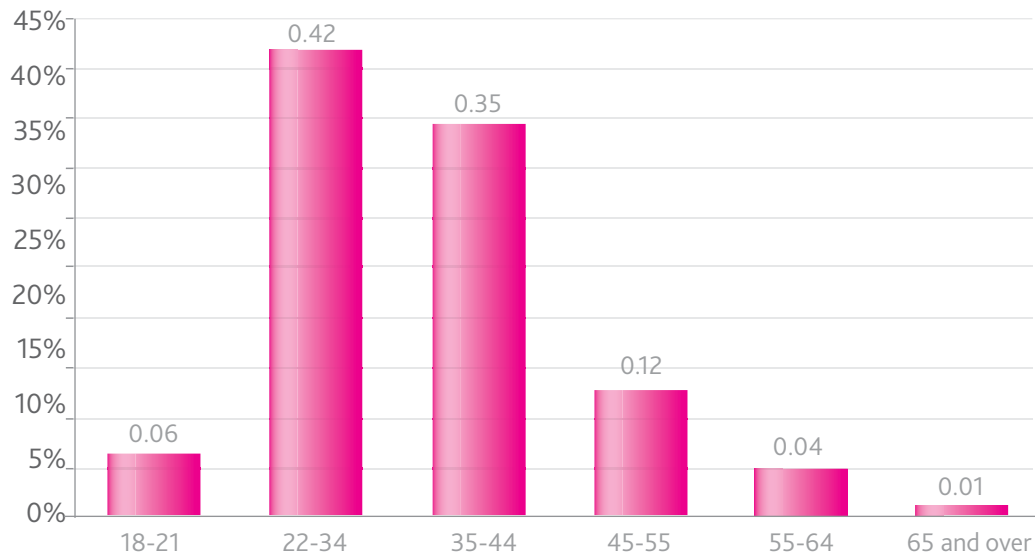


### 5.3 Volunteer Age Profile

The first area that our investigation focused on concerned the age profile of the volunteers at the event.

Figure 3 highlights the findings of this initial question.

#### Age Profile



**Figure 3: The age profiles of the volunteer sample**

An immediate observation which can be made is that the vast majority of volunteers (77%) at the event were between 22 and 44 years of age. In distilling this point still further, some 42% of the respondents were aged between 22 and 34 whilst a further 35% were between 35 and 44 years old. In line with other published studies on this issue<sup>27-28</sup>, just 1% of the sample was aged 65 years and over. Another aspect, which should be highlighted, is the comparatively low percentage of volunteers in the 18-21 ages demographic and clearly there is scope for growth amongst this sector.

As mentioned in chapter four, sports volunteerism is a concept which is relatively popular in young adults in many industrialised countries. However we also discovered that in many countries, young adults pursue part time paid employment at the expense of sports volunteering. It is also to be expected that a large percentage of this demographic combine part time paid employment with academic study or choose to study exclusively. It is entirely possible that these trends have suppressed the levels of volunteers in the 18-21 category who assisted with the Grand Prix whilst equally some in this age bracket are still closely aligned to the views of their families, some of whom may be reluctant to encourage a full role in volunteering at such a comparatively young age. For instance, there was only a 6% participation rate amongst this demographic, yet a remarkable seven fold increase in the number of volunteers within the next age category (22-34 years).

If ATCUAE aim to broaden the appeal of volunteerism at the Grand Prix within this age range, then consideration should be given to –

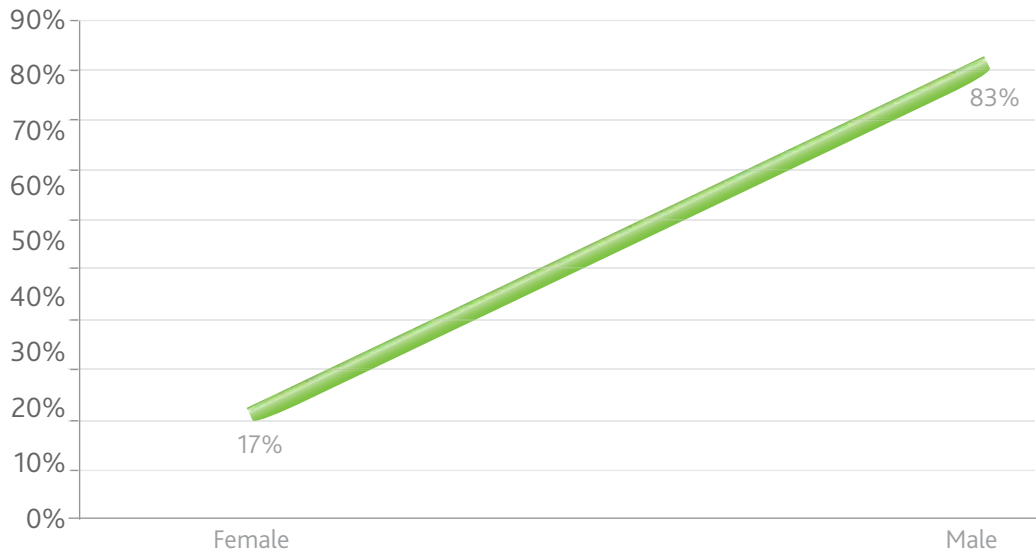
- Promoting the program as additional work experience, which can be undertaken alongside part time paid employment as a means of gaining the skills and experience needed for career progression.
- Negotiating with academic course designers the possibility of allowing students to gain university credit as a result of their participation; this credit may take the place of a piece of coursework, for example.
- Raising marketing and advertising awareness in universities and colleges of further education as a valuable work experience in conjunction with academic study.
- Better understanding this age demographic, their social and lived experiences and how their decision-making is informed by a host of significant others.

It is not entirely surprising to see that only 1% of the volunteer sample were 65 years of age and over. This finding is similar to other studies in this realm<sup>28</sup>. As noted in the literature review earlier, a number of studies have linked sports volunteerism with notable personal improvements in overall wellbeing and experiences of societal value<sup>40</sup>. Initiating a greater marketing focus towards the over-65 years demographic and attempting to recruit volunteers from this age bracket would unquestionably prove beneficial. Such a realisation would reflect well on both Formula 1 and ATCUAE in its efforts to promote the value of elder members of society in the UAE, along with having a much broader representation of volunteers lending their assistance to the event.

## 5.4 Gender

The study then investigated the gender differential amongst the volunteer cohort. Figure four exhibits the response ratios to this question.

### Gender Differential



**Figure 4: Gender differential of the volunteer sample**

In examining the responses to this question, it is clear that a large percentage of men, in comparison to women, participated at the event. In fact out of every five volunteers, four were male. Previous published literature has suggested that volunteerism is an ideal which attracts slightly more men than women in broad terms<sup>28-29</sup>. Considering the sporting environment and the nature of life in the UAE, perhaps this finding is not entirely surprising. In fact as a spectacle Formula 1 tends to attract a mainly male following, with an exclusively male assembly of drivers and largely male orientated technical and race team members. In addition, the predominantly male industries of engineering and mechanical labour play a fundamental role in the delivery of the Formula 1 series on a global basis independent of the cultural expectations hinted at already.

However, this is not to undervalue the role of women who often perform highly important volunteer duties in such aspects as medical delivery, health and safety provision as well as event management. In an effort to create a more inclusive volunteer environment, advertising and marketing approaches should promote the fact that women are underrepresented amongst the volunteer body at this event. A clear message that volunteering applications from women would be particularly welcome should also be conveyed in all communications, especially in those technical positions, which until now would normally be viewed as the sole preserve of male volunteers. Considerable focus should also be placed on actively recruiting more females into established traditional business positions such as marketing, human resource management, public relations and event management. It is entirely reasonable to suggest that this imbalance will continue unchecked at future events if action

is not taken to address this substantial disproportion between the genders. Actively addressing this disparity would reflect well on ATCUAE and the reputation of the volunteer program in a wider sense.

### 5.5 Nationality

Attention was then placed on identifying the nationalities of the volunteer sample. Figure five illustrates these findings.

#### Nationalities of Volunteers

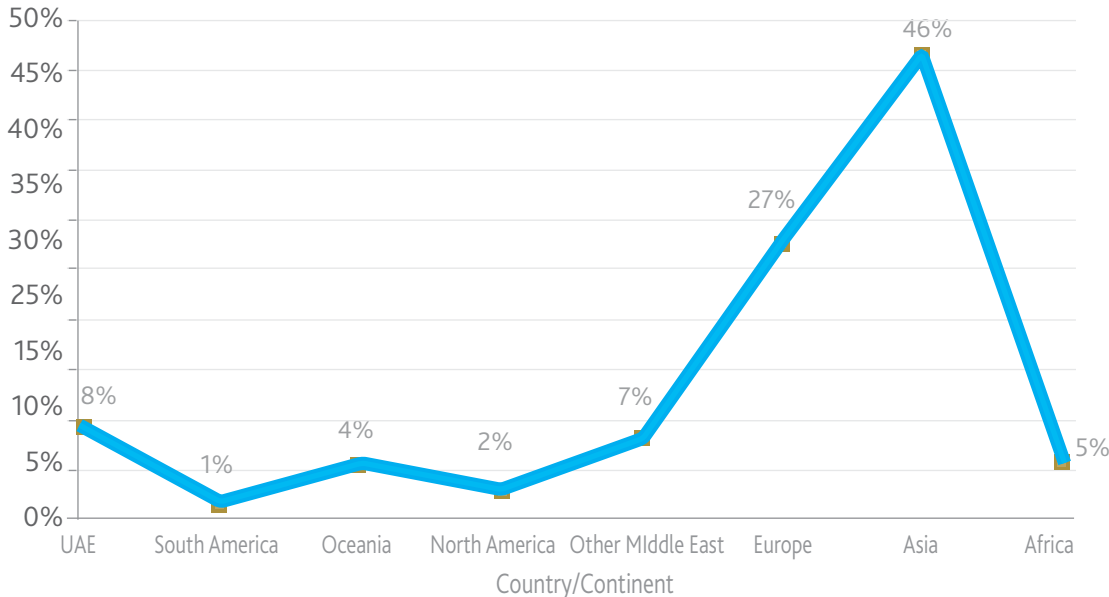


Figure 5: Volunteer nationality

Almost half of the volunteers (46%) that participated at the event hailed from the continent of Asia. The second highest contribution was made by those individuals from Europe, with almost one in every four volunteers emanating from this world region. A finding of considerable note is the fact that only 8% of the volunteers at the event in Abu Dhabi were from the host country – the UAE. Other regions that provided support to the event included Africa (5%), Oceania (4%) along with North and South America (2% and 1% respectively).

In interpreting these results it is important to remember that this should be undertaken on a comparative by-population basis. For example, the continent of Asia has a population of over 4 billion people, whereas the United Arab Emirates consists of close to 8 million. It is also important to understand that Formula 1 events within the UAE are a relatively new practice, which only commenced in 2009. In many European countries, Formula 1 has been a tradition for decades as illustrated in the considerable interest amongst many expatriates resident in the UAE in the sport. It is entirely logical to conclude that the volunteers who confirmed Asian and European nationalities were expatriates resident in the UAE or the surrounding region.

It would be welcome to see a substantially higher input from Emirati nationals in forthcoming years amongst the volunteer cohort. This is important considering the social and economic benefits volunteerism can generate, a higher Emirati concentration of volunteers should result in higher societal and economic benefits for the country as a whole. This objective would also further the understanding and prevalence of sports volunteering in the UAE and ideally its place in government policy and strategy. A notable Emirati volunteering presence at this event is also important when communicating the message to Formula 1 organisers that the event is a welcome one in the sporting calendar of the UAE and amongst its citizens.

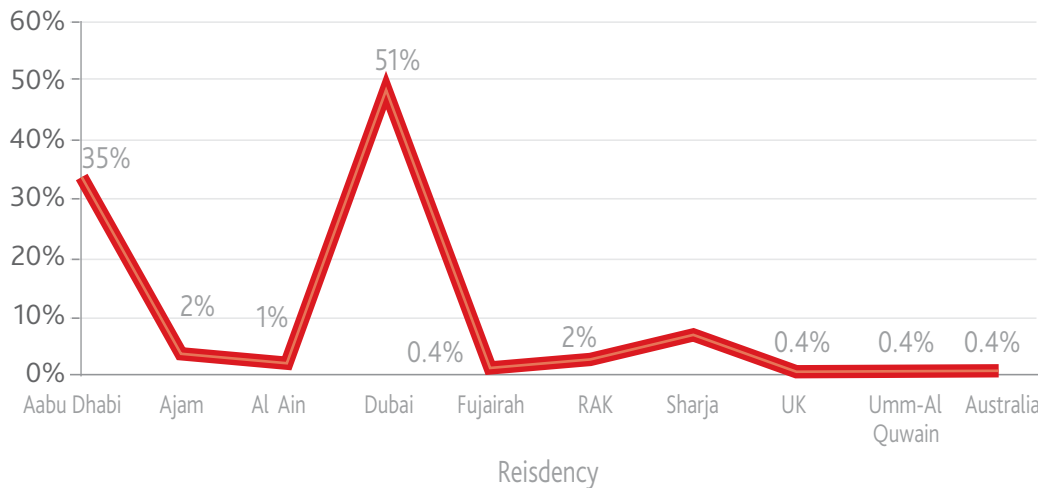
Upon analysing these findings, there are opportunities for ATCUAE and other relevant parties to pursue. In chapter four the concept of volunteer tourism was highlighted as an indirect method of economic incitement, a phenomenon associated with those who travel to a location to volunteer and in doing so contribute to that regions economy<sup>45</sup>. Considering the numbers at this event who are of non-Emirati origin, opportunities exist to develop partnerships with tourism agencies to promote the event to potential volunteers as part of a wider visit to the Abu Dhabi region. This strategy could also be used to attract other UAE national citizens to the region in the same manner. The economic potential of this approach is substantial, especially from a family marketing context.

In chapter four the issue of patriotism as a motivational factor in sports volunteerism was highlighted<sup>31</sup>. A marketing and recruitment approach, which incorporates this philosophy, may represent a logical step for ATCUAE. As a nation the United Arab Emirates has undoubtedly much to offer, particularly from an economic and tourism perspective. Sporting events, such as Formula 1, provide a unique opportunity for global cities to showcase their imagery, culture and the productivity of its people to an international audience in a manner which should inspire national pride and action. This possibility should be at the heart of anyone who has an allegiance to their national flag and how it is understood worldwide. The recent Summer Olympic Games in London serve as a good example of how a sporting occasion can reflect positively on a host city. This realisation could not have been achieved without patriotic volunteers committed to these ideals.

## 5.6 Residency

Leading on from the identification of the volunteers nationalities, focus was then placed on identifying where the volunteers resided during the event. Figure six highlights the responses to this particular question.

### Residency of Volunteers During Event



**Figure 6: Residency of volunteers during the event**

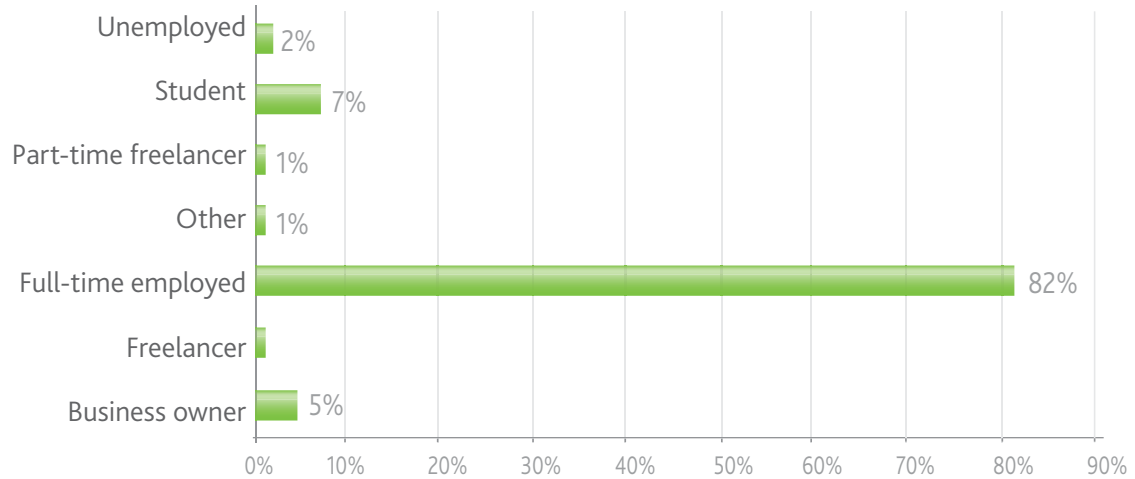
During the Formula 1 event the vast majority of volunteers resided in the two cities of Dubai and Abu Dhabi, 51% and 35% respectively. This finding would be anticipated considering that one of these cities hosted the event, with the other city being a destination of choice for many of those living in the country. Fewer concentrations of the volunteer body resided in smaller cities around the country in locations such as Ajman, Al Ain and Sharja. An incredibly small percentage of the sample (0.4%) resided outside the UAE altogether in the United Kingdom and Australia. Possible explanations for this finding might be that these individuals had extenuating circumstances, or they may have adopted a part time role during the Grand Prix.

In the same part of the questionnaire, the volunteers were also asked to identify their method of transportation to the event. An overwhelming majority, some 76% in fact, used their own car with 16% using ATCUAE transportation; the remaining 7% used public transport. Given the array of locations the volunteers resided at during the event, it is not surprising to learn that the vast majority used their own transportation or public transport. Given this finding, consideration should be given to improving the transportation service provided by ATCUAE to and from these locations and moreover to improve the services offered to the volunteers. The identification of these areas also provides important intelligence in terms of locations in the UAE, which may be focused upon in terms of marketing and advertising initiatives.

## 5.7 Employment Status

The team then sought to identify the employment status of the volunteers in participation. The response structure to this question is illustrated in chart seven.

### Employment Status



**Figure 7: Employment status of volunteers**

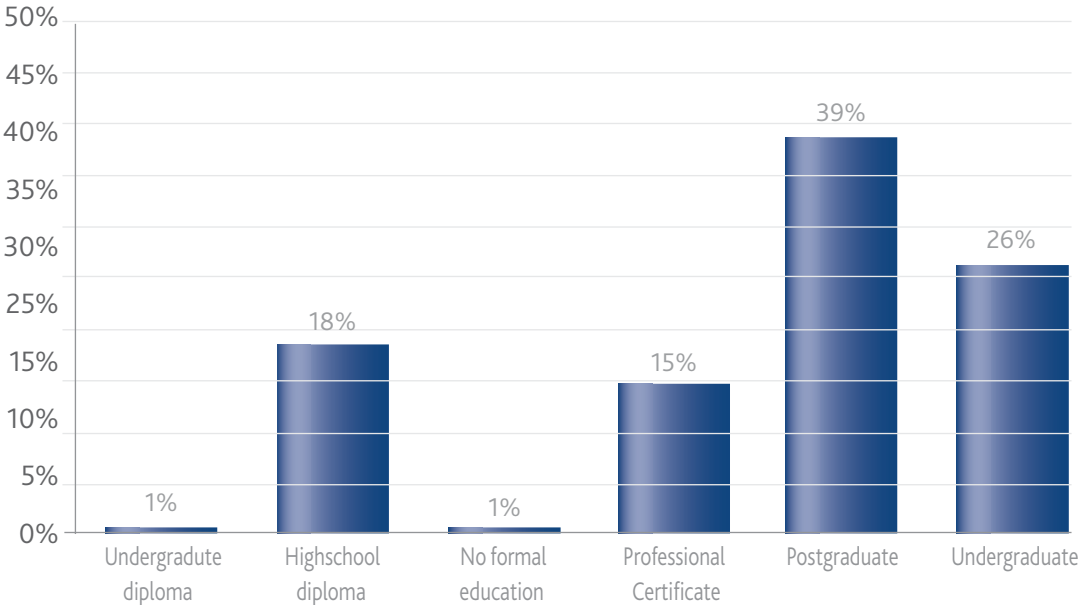
The response levels to this question show that the vast majority of volunteers were in full time employment (82%). Precisely 7% of the population were students, a finding to be expected due to the relatively limited numbers of 18-21 year olds involved. A select number of volunteers owned their own business (5%), and a further 2% were unemployed. Approximately 1% of the volunteer body were involved in freelance work along with another 1% in part-time freelancing activities.

These findings and ratios would be expected given the content of prior studies on this subject. In chapter four, it was unveiled that the majority of sports volunteers normally emerge from either professional or self-employed backgrounds, with relatively low numbers being unemployed<sup>27</sup>. Given the scale of volunteers who were already in full time employment during the Grand Prix, it is fair to assume that they were highly committed and passionate individuals.

## 5.8 Education

In identifying the educational attainment of the volunteers, the team believed that this information would serve as a good indicator in identifying their socioeconomic status. Figure eight illustrates the responses to this question.

### Educational Attainment



**Figure 8: Educational attainment of volunteers**

A substantial number of volunteers displayed a high level of educational achievement. In fact only 2% had either no formal education or at the least, an undergraduate diploma. The majority (39%) possessed a postgraduate level qualification, a very noteworthy finding. Just over one quarter (26%) held an undergraduate degree. Overall 65% of the volunteers were university graduates. A remaining 33% either had a high school diploma or a professional certificate. These findings are representative of existing studies and literature which have equally highlighted this correlation<sup>26-28</sup>. These findings are not surprising given the number of specialist medical, technical and engineering personnel required at Formula 1 events alongside the themes present in previous studies<sup>26</sup>.

The team then investigated this issue further through examining the specialist fields of education the volunteers came from. This was important for our own insights and intelligence. The responses to this question demonstrated a highly diverse collection of academic backgrounds, with precisely 36 different concentrations evident. Engineering graduates were especially visible, with eight different subsets in automotive, aerospace, communications, computer, electrical, marine and mechanical engineering along with engineering as a major itself. In fact 24% of the volunteer body came from an engineering academic background. Precisely 15% of the volunteers studied business with other notable inclusions coming from information technology (5%) and aviation (4%). Other academic backgrounds accounted for between 1 and 2 % of the sample in disciplines such as sport, tourism,

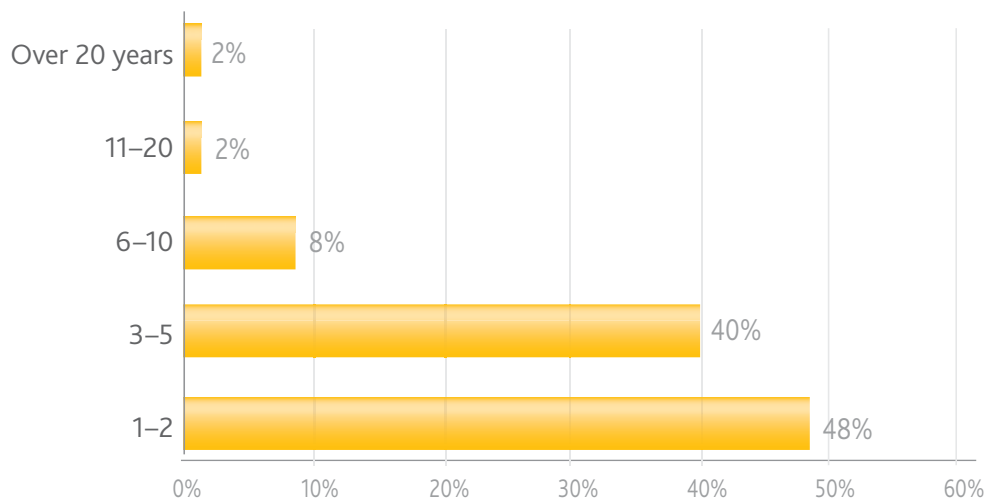


quality assurance, pharmacy, research and media. The breadth of academic backgrounds present is to be expected given the range of functions required. ATCUAE should be conscious of these trends when promoting forthcoming programs.

## 5.9 Prior Motor Sport Volunteering Experience

The volunteer sample was then asked to identify if they had any previous volunteering experience in Formula 1. Their responses are shown in figure nine.

### Years of Experience in Formula 1



**Figure 9: Years of Formula 1 experience amongst volunteers**

Almost half (48%) of the volunteers possessed 1-2 years prior Formula 1 experience with a further 40% having between 3-5 years' experience in this field. Overall, 88% of the entire volunteer sample had between 1 to 5 years prior Formula 1 volunteering experience. Smaller numbers had greater experience, with 8% possessing between 6-10 years, 2% with 11-20 years and a final 2% having gained over 20 years prior experience. The locations of their experience included India, Australia, Singapore, England, Canada, Bahrain and the USA. It is welcome to find that the vast majority of volunteers possess between 1-5 years prior F1 exposure, as this is in keeping with findings from the start of the event in Abu Dhabi in 2009. From this perspective, it is appropriate to suggest that the decision to host the event in the country has created the conditions for the development of a highly qualified and committed motor sport volunteering body available to the industry in the UAE.

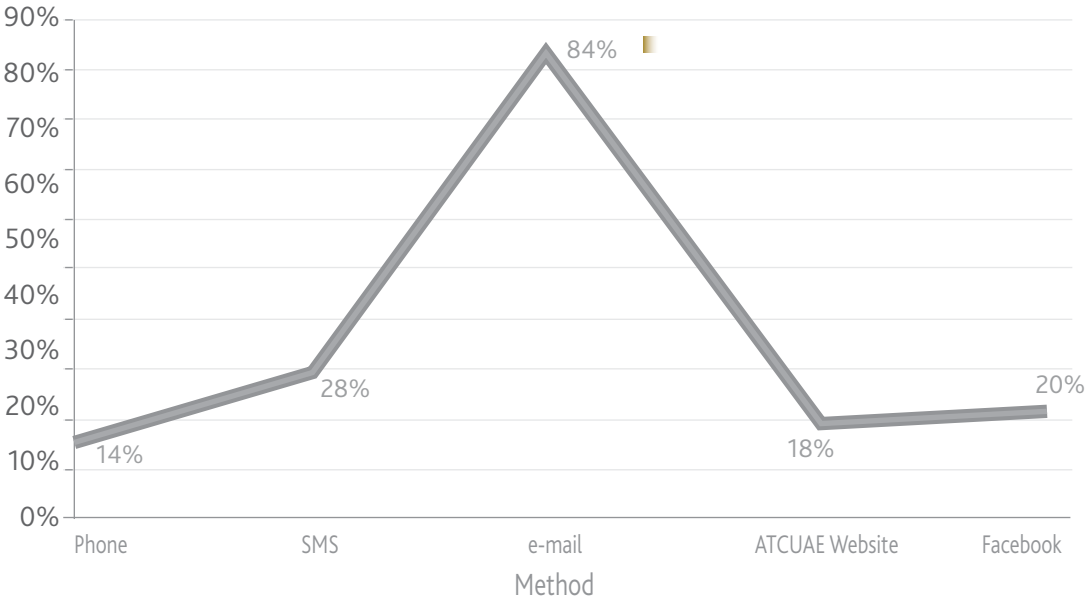
We then identified if any of the volunteers had any other motor sport experience apart from Formula 1. In response, a considerable number contributed to the Abu Dhabi Desert Challenge along with the Dubai International Rally, 13% and 12% respectively. A much greater number assisted with locally based circuit events (77%) such as at the Yas Marina and the Al Forsan circuits. These findings underline the assumption that substantial numbers of those volunteers sampled were highly

committed motor sport enthusiasts. This belief is further underlined given the fact that 69% of the volunteers questioned had no prior volunteering experience within any other organisation outside of motor sport.

### 5.10 Preferred Methods of Communication

The favoured modes of communication between ATCUAE and the volunteer sample were then investigated. This was important in considering the future development of marketing and advertising techniques specifically from an electronic perspective. Figure ten shows the findings in response to this enquiry.

#### Preferred Methods of Communication



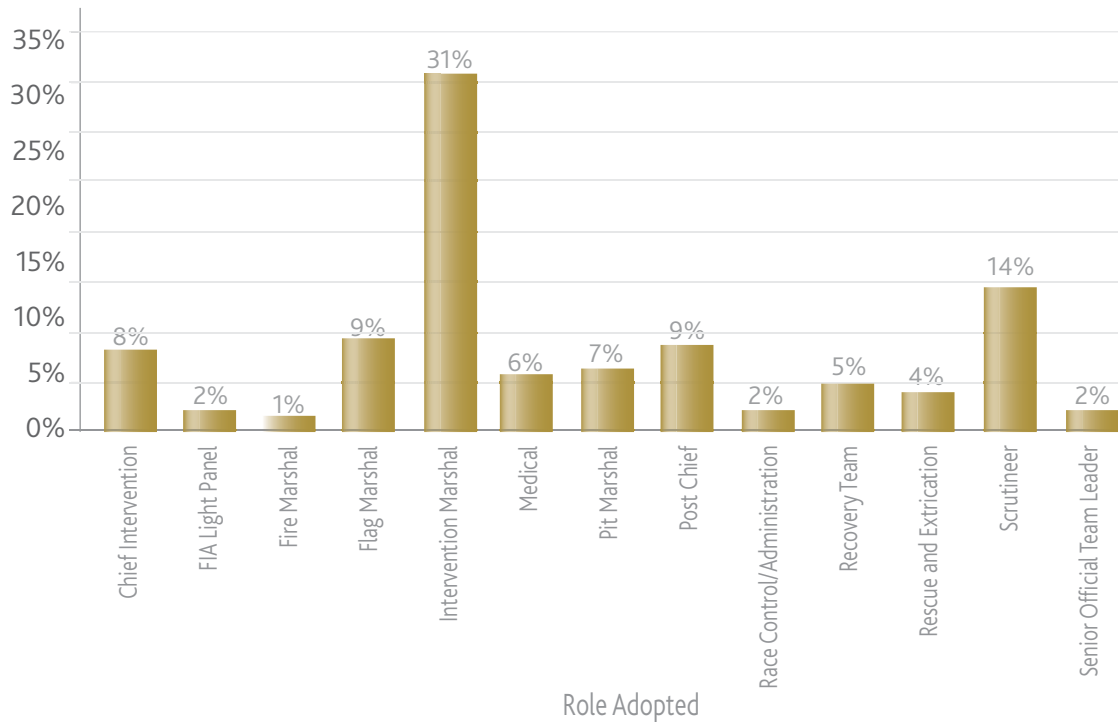
**Figure 10: Preferred method of communication amongst volunteers**

Approximately 84% of the volunteers preferred using email in their interactions. A further 28% highlighted their preference towards SMS text messaging. Similar compositions were found in terms of support for Facebook (20%), the ATCUAE website (18%) and phone calls (14%). It is important for ATCUAE to be aware of the preferences towards electronic communications in general, in particular email and SMS messaging. A prompt and efficient service should be the hallmarks of this service offered by ATCUAE across these mediums along with continuously updating and monitoring its website and Facebook page. The popularity of these modes should be taken into account when attempting to target and interact with volunteers in the forthcoming years

## 5.11 Volunteer Role

The different roles held were of great importance as this helps, in turn, to indicate the value of the volunteer's contribution and the types of roles fulfilled. Figure eleven highlights the results of this question.

### Volunteer Role



**Figure 11: Role of volunteers**

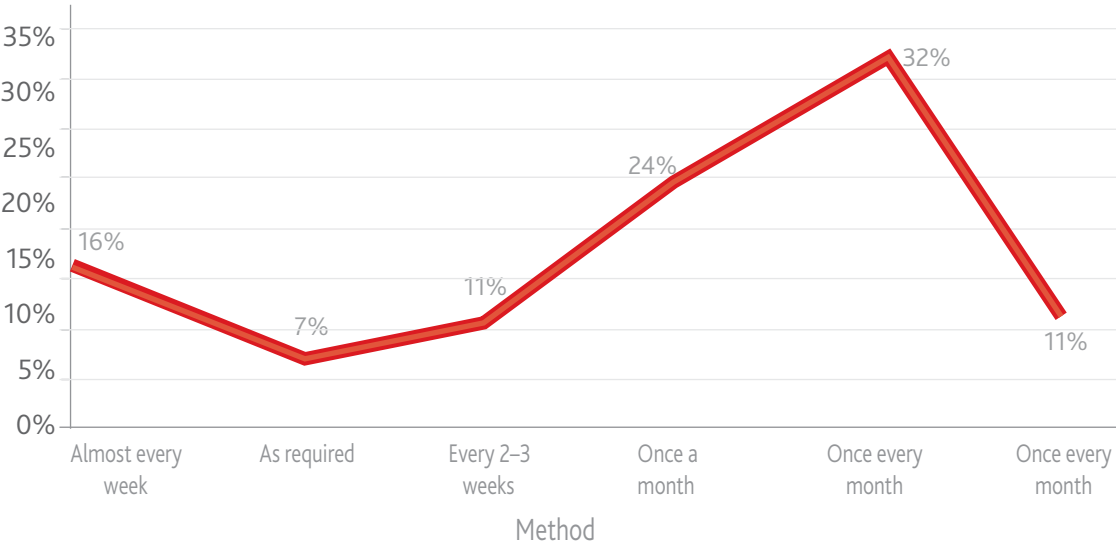
Almost one in three (31%) volunteers worked as an Intervention Marshal, a highly important role which ensures the safety and security of competitors who come off the track during competition. A significant number also acted as Scrutineers (14%), a role in which an individual checks the cars to ensure their compliance with technical and safety regulations. Other notable representations were in – Post Chiefs (9%), Flag Marshals (9%), Chief Interventionists (8%), Pit Marshals (7%) and in Medicine (6%). All of these positions are highly important in the running of the series.

As noted in Chapter four, the importance of a strong and appropriate 'fit' between the skills and qualifications of a volunteer and their role requirements is paramount<sup>78</sup>. From this perspective, it is satisfying to see that ATCUAE places great emphasis on achieving this equilibrium through its official grading and licensing system, a significant model which assists in matching the qualities of a volunteer with their intended duties. Given the range of positions that volunteers fulfil, a thorough and effective training program is critical. This issue formed the basis for the next stage of our enquiry.

### 5.12 Training Adherence

The importance of a skilled volunteer base, whose qualities align with the requirements of their position, is of great importance<sup>73,78,79</sup>. An essential method of achieving this fit is through the delivery of an effective training program, suitably aligned. Given the importance of this, the team then sought to investigate the training frequency of the volunteer sample. Figure twelve highlights these findings.

#### Training Adherence



**Figure 12: Training frequency levels amongst the volunteers**

In analysing these responses, it is important to remember that currently the frequency during which volunteers undertake training is dependent on their role. This requirement is evident in the trends noted here. For example our responses revealed that 38% of the recovery volunteers trained almost every week, with the remaining members of the team training every two to three weeks. On the other hand, 27% of post chiefs only trained once every six months. Pit Marshals on average trained once every two months, however 24% of the volunteers in this team never trained. Equally unpredictable training levels was apparent in race administration where it was discovered that two volunteers never trained, one volunteer trained every week and another two volunteers trained once every two months.

A more focused and organised training program with the requirement that each volunteer partakes on a mandatory basis, at agreed intervals would be welcomed. The intervals agreed should be subject to their experience and skills level. The fact that some volunteers, notably in the intervention marshal function, never train throughout the year is a cause for concern. Given the scale and importance of the event to both Formula 1 and the UAE, more should be done to address these training imbalances. As noted in chapter four, one of the key difficulties surrounding sports volunteering is the amount of time people are willing to commit to it. Given the number of volunteers in the current sample who are already in full time employment, this difficulty may well become even more pronounced in the time ahead.

This predicament may pose problems. In chapter four a number of authors noted that ad-hoc volunteer participation often creates problems with retention and continuity 74-76. Managing the work/life balance of the volunteers in the forthcoming years is an important consideration for ACTUAE. The current training schedules of the volunteer body as a whole cannot be understood as being productive over the long term. The absence of a number of volunteers from training programs will inherently affect volunteer morale and retention levels in future years. The planning and delivery of a training program, which takes into account the importance of a healthy volunteer work/life balance, yet one which encapsulates the significance of training attendance and its role in delivering relevant skills, is incredibly important in ensuring the future success of the program.

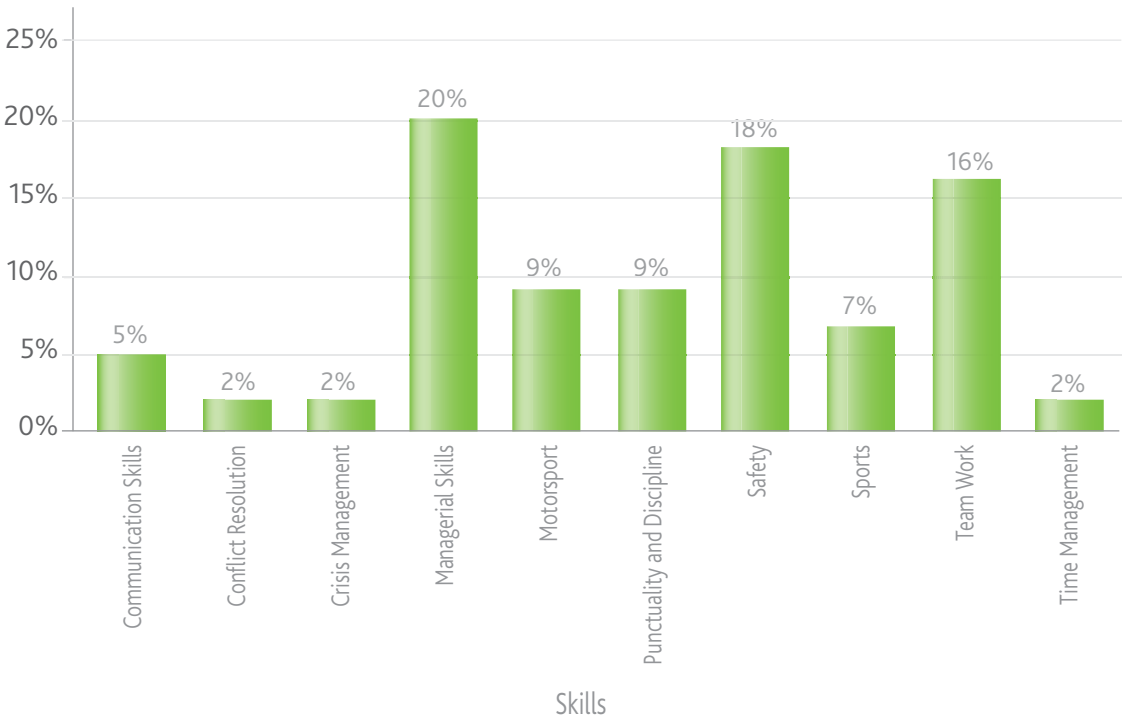
### 5.13 Transferable Skill Attainment

In chapter four, reference was made to the work of Wang (2004) who made much of the importance of personal development as a key motivation underpinning sports volunteerism<sup>29</sup>. This report also referenced the fact that sports volunteerism is unique in that it is skills based in comparison to other types of volunteerism. The attainment of a wide range of skills is an important outcome as these qualities can be carried and transferred into other aspects of life, both professional and personal in nature.

Transferable skill acquisition is again very much linked to levels of training. Based on this premise, the team investigated if the skills taken from their volunteering experiences were deemed to be of any benefit outside of their duties. From those volunteers who answered this question, an alarming 49% felt that they were not, with the remaining 51% in more positive agreement. It is important to note that a sizeable number of volunteers did not answer this question; this was taken to mean that they disagreed with the statement suggested to them.

In the volunteers who agreed, a number of areas were referenced, as noted in figure thirteen.

### Transferable Skills Attainment



**Figure 13: Transferable skills attained by the volunteers**

Approximately 20% of this subset agreed that their managerial skills were improved as a result of the training they had received. Improvements in safety awareness were reported by 18% of the group. Team working skills were noted by some 16% and 9% acknowledged increases in motor sport and punctuality skills. Other notable advances were recorded in sport skills (7%), communication (5%), conflict resolution, crisis management and time management (2%). The prospect of learning new skills and using these skills to advance career prospects is an important belief which motivates a large number of volunteers. ATCUAE is committed to these ideals, providing opportunities for volunteers to develop skills required beyond the realm of motor sport. Therefore it is pleasing to see that a number of the volunteers realised some transferable skills advancement in important competencies such as management and team work. This outcome is to be welcomed and improves the chances of retaining volunteers for future events in the Formula 1 calendar.

However, it is important to highlight that 49% felt that the training they had received offered no improvements to their transferable skills set. In acknowledging this fact, it is timely to remember that significant numbers did not attend many training sessions. Furthermore a lot of the volunteers questioned were highly experienced. It is possible that a lot of these individuals, in their own view, had nothing more to learn. This component of the research would be worthy of further investigation as arriving at a clear conclusion on this question is vitally important in fully measuring the suitability of the training program offered by ATCUAE.

## 5.14 Financial Commitment

The team then explored the financial commitment made by the volunteers in attendance. Figure fourteen highlights the findings from this question.

Expenditure (AED)	Volunteer Percentage
100	6
200	11
300	7
400	4
500	17
600	1
700	1
900	1
1000	23
1500	4
2000	11
2500	1
3000	7
4000	1
5000	1
10000	4

**Figure 14: Costs associated with volunteer participation**

It is evident that wide valuations were expended by the volunteers who participated at the Grand Prix. On average volunteers spent between AED 500 and 1000 on account of their commitment to the event. Generally expenditure levels remained variable and most likely were determined by their residential location during the event itself. In Chapter four, the work of Baum (2007) was referenced<sup>88</sup> and it was he who highlighted participation costs as a potential barrier in terms of sports volunteerism. However, in the case of this study an average expenditure of AED 500-1000 would be regarded as a reasonable cost to be incurred considering the magnitude of the event and level of resume enhancement it offers for all those who volunteer.

## 5.15 Economic Contribution

In arriving at a suitable method of measuring the economic contribution of the volunteer base at the Abu Dhabi Formula 1 Grand Prix 2012 event, ATCUAE consulted with a distinguished group of academics and motor sport management personnel in developing a suitable methodology. As a result of these discussions it was determined that the replacement cost method was deemed to be most suitable. In chapter four this method was described as being the most commonly adopted approach by many researchers working in this field.

Foster (2001) and Sousa (2005) suggest that this approach can be best thought of as placing a monetary value on the work of a volunteer for one hour of their output in perfect alignment with the value paid to an employee working in a comparable position<sup>52,53</sup>. Using this approach, the results of our study into this finding are presented in figure fifteen.

Function	Days contributed	Single volunteer contribution in hours over the total event	Salary scale per day by function based on an 8 hour day (AED)	Single volunteer's economic contribution over entire event (AED)	Number of volunteers in team	Total team economic contribution over entire event (AED)
Race control	7	56	1900	13300	27	359100
Medical	7	56	1800	12600	43	541800
Rescue and extrication	8	64	1200	9600	48	460800
Recovery	12	104	1800	23400	49	1146600
Pit lane and fire marshals	7	64	1000	7000	78	548800
Scrutineering	12	104	1000	13000	59	767000
Post chiefs	12	96	1000	12000	37	444000
Flag and intervention marshals	12	96	700	8400	221	1856400
Chief intervention	12	96	1000	12000	32	384000
Boundary riders	7	56	1800	7000	7	49000
Welfare team	12	96	1000	12000	7	84000
Total		53448			608	6641500

**Figure 15: Economic contribution of the volunteers at the F1 Abu Dhabi Grand Prix 2012**

Through the adoption of the cost replacement approach, our research highlights a number of very important conclusions. As noted previously, this approach was selected as it has been recognised as being the most appropriate method to arrive at accurate and defensible figures by a range of analysts<sup>28, 51, 53, 54, 68</sup>. Consideration was given to the prospect of using the contingent valuation methodology, an approach referenced earlier in chapter four. However, this philosophy was viewed as being somewhat inappropriate on this occasion due to the nature and objectives of our study and the commonly subjective nature of this method, an often cited weakness of this approach<sup>58</sup>.

In arriving at the figures detailed in figure fifteen, the team firstly divided the volunteer base according to their function at the F1 Grand Prix. Attention was then placed to identifying the number of days each defined group contributed towards the event. A quick observation, which can be derived from figure fifteen, reveals that a number of groups contributed a total of seven days. This number



incorporates the four days of volunteering at the actual event and then another three days of volunteer training. Some volunteer groups contributed twelve days; again this incorporates four days of the event series and, in these instances, a further eight days of training. This level of training was required from those volunteers working in more highly skilled roles. Each volunteer worked for eight hours per day, which was then multiplied by the number of days they had committed to arrive at the total hours contributed by each volunteer across the event as a whole.

Using salary ranges typically found in the United Arab Emirates by job function, an average salary approximation was developed based upon an eight hour working day. From these figures the team could then identify a single volunteer's economic contribution during their period of involvement at the event. Given a singular level of economic contribution, the team then identified the number of volunteers within each respective function. In multiplying the numbers found in each function with their respective daily economic contribution, a total figure for each sector was then arrived at. These figures were then added together to arrive at a total economic contribution for the entire body of volunteers.

As noted in chapter four, a logical criticism of the replacement cost approach is the fact that the skills of volunteers may not be representative of the salary scales accorded to them. This is a fair criticism and in many ways highlights the inherent difficulties of accurately measuring the economic contribution volunteerism can generate. These difficulties are commonly acknowledged as a consequence of the limited prior studies on this subject, the differing methodologies often used along with the problems of accurately defining volunteerism as a concept<sup>7, 48-50</sup>.

However, given the high quality working environment often found in Formula 1 and the availability of productive training programs, it would be expected that the volunteers at the event would be of a high standard. It is also important to remember that a high percentage of volunteers at the event came from a university background, many also possessing high levels of postgraduate expertise to complete an otherwise significant majority of those graduates holding a Bachelors degree. As noted earlier in this chapter, many of the event volunteers were also well experienced in terms of prior Formula 1 events and through their paid employment commitments. Based on these findings it could be reasonably expected that the volunteers at the Grand Prix were of a high standard and very much reflective of the salary scales designated to them for the purposes of this study.

In returning to examine figure fifteen, a further observation which can be made is that the total economic volunteer contribution was calculated at AED 6,641,500, a quite remarkable amount. Across eleven functions, over 600 volunteers offered a total of 53,448 hours of output. Understandably some functions created greater economic contributions than others. However, those functions that were of a slightly lower economic worth were compensated by elevated levels of volunteers who all made an equally important contribution to the success of the event. Clearly these figures amount to very substantial financial and economic savings for both ATCUAE and the UAE government as a whole.

As again referenced in chapter four, the economic contribution of volunteerism should not be measured merely in terms of a solitary financial figure. This effect should also be acknowledged both at an organisational and macro-economic level. By making such a significant contribution, these volunteers should also be partially accredited with creating the conditions for Formula 1 to be staged in the UAE in the first place along with the overall success of the event. Without their input, it is entirely feasible to suggest that the event may not have proven economically viable for both Formula 1 Management and ATCUAE as the host ASN. Additionally, the advertising, marketing and brand awareness Formula 1 enjoy as part of its collaboration with the UAE would simply not be on the same level or even made possible at all were it not for the assistance offered by the volunteers present throughout the event.

The volunteers' contribution can also be understood from a macro-economic perspective. The increases in tourist and visitor levels during the event and the heightened awareness of the UAE amongst international investors as a business and leisure location prove testament to this conclusion. The economic benefits of this degree of exposure can be untold in terms of the resultant increases in infrastructure development and employment levels, for example. The concept of 'volunteer tourism' was broached in chapter four, as a primary method of economic contribution often made my volunteers at important sporting events<sup>45</sup>. In the overall migration patterns, noted earlier in this chapter, with the range of locations the volunteers travelled from to attend, it would be anticipated that this figure in its own right would be significant. The contributions an event such as Formula 1 can generate for any national economy will always be considerable. This was highlighted in the earlier review of literature, where it was discovered that previous events in Great Britain in 2011 and in Australia in 2005 had given rise to returns of £14 million and A\$51.25 million respectively. Similar figures would reasonably be expected for the 2012 event in Abu Dhabi. This level of return would simply not be possible, or at anywhere near the same level, without the assistance of volunteers and their defined contribution.

The findings presented in figure fifteen and throughout this report present many opportunities for ATCUAE and its associated stakeholders in their efforts to raise awareness amongst policy makers and the general public. An economic contribution of over AED 6 million to any national sporting event cannot be disregarded, especially so when the source of this is offered virtually free of charge. As this section of the report has also illustrated, this figure is not solely an isolated monetary figure. Indeed the economic benefits of those volunteers who assisted can also be viewed from both an organisational and macro-economic level, with many different avenues of economic contributions apparent.

Raising awareness of these findings is very important, particularly at a national and government level. As noted in chapter four, many industrialised countries have already realised these trends and as a result have incorporated sports volunteerism as a valued part of their national public policy. The result of this achievement has allowed for a greater awareness amongst the public on the nature of voluntary work and its associated societal and economic benefits. This form of recognition is imperative particularly in countries such as the UAE, where volunteerism can

occasionally be misunderstood in terms of its potential role in society. As studies have shown<sup>89</sup>, this difficulty represents a substantial barrier. Findings such as those uncovered in this study, both from an economic and societal viewpoint, should act as a solid beginning to addressing these misconceptions.

## 5.16 Chapter Summary

In this chapter the findings of our empirical research study have been presented. From our studies a number of interesting themes, patterns and outcomes have been established. These findings should be of particular interest to all relevant stakeholders associated with the Formula 1 project in the UAE. The economic contributions of the over 600 volunteers in attendance during the event were highly substantial and in line with the findings of previous studies undertaken in this realm. These economic influences are not merely restricted to the figures arrived at using the cost replacement methodology. This impact is also notable at both an organisational and macro-economic level. Such findings should be highlighted to all interested parties connected with not only motor sport, but sport in general across the UAE alongside other public sector authorities. It would be anticipated that a recognition of these findings amongst sporting institutions and government agencies would represent an important milestone in the advancement of sports volunteerism as a valued part of Emirati society and as a form of economic inducement.

This chapter has also illustrated the socio-economic profile of those volunteers attracted to the Grand Prix in terms of age, gender, education, experience and employment status. These findings further illustrate the type of people ATCUAE should target their volunteer programs towards along with those groups that are required so as to provide a more balanced volunteer profile. Our study has also found strengths and weaknesses attributable to the current training program. Whilst sizeable numbers have increased their transferable skills, more attention should be placed on the suitability and quality of the training currently offered along with their attendance levels. Further research on this subject would of course be welcome and worthwhile. Further recommendations which have been raised throughout this chapter shall now be presented and discussed in the following chapter.

# Chapter 6

## Conclusions and Recommendations

### 6.1 Introduction

This chapter shall focus on presenting the key conclusions arising from this study. A concise overview of the purpose of our report along with the methodology employed shall be highlighted at the outset of this section. A discussion of what the main findings of our research were and what they mean for ATCUAE shall also be discussed in detail. Finally a number of recommendations will be forwarded with the intention of further improving and developing the current volunteer program in line with international best practice.

### 6.2 Purpose Statement and Methodology

The purpose of this study was to –

1. Develop an understanding of the profile and contribution of the volunteers who assisted with the Abu Dhabi Formula 1 Grand Prix in 2012;
2. Uncover a full appreciation of the skills held by these volunteers and how these relate to the tasks required of them;
3. Establish an understanding of the social and economic impacts created as a result of using volunteers in the environment of an F1 event staged within the UAE;
4. The generation of insight and recommendations that will assist ATCUAE towards the development of practices and strategies, which will enhance the volunteer program.

This study used a methodology based upon both positivistic and phenomenologist research philosophies and was very much exploratory, descriptive and analytical in nature. The key method of data collection was through a survey questionnaire, which was delivered to all event volunteers prior to the Abu Dhabi F1 Grand Prix in November 2012. The questionnaire examined a range of issues central to the content and nature of the objectives established for the purposes of this research study. These findings were compared with existent literature, which assisted with analysis and the development of recommendations and conclusions. A previous case study from the Abu Dhabi Formula 1 event in 2009 was also highlighted and analysed in a manner which would assist an overall understanding of the needs and profile of motor sport volunteers in the UAE. This approach was selected as it provided the best possible fit upon consideration of time horizons, resource allocation and the nature of the study.

## 6.3 Key Findings

A number of findings were uncovered upon completion of this study –

- The majority of the volunteers working at the Abu Dhabi F1 Grand Prix were highly educated, young male professionals of Asian or European origin. The event, a landmark global sporting spectacle, also serves as an excellent example of the richness of Emirati society as it brings together members of the expatriate communities working alongside the indigenous Emirati people.
- The number of Emiratis working on their host F1 event stands at 8% of the overall total, which is proportionally higher than might be expected, indicative of their willingness to volunteer at major sporting events staged in the country and which portray the country in a positive light.
- Displaying moderate to high levels of experience of working at Formula 1 events, the volunteers emerged from an array of professional backgrounds and fulfilled a wide range of duties at the event. Indeed most volunteers said the experiences they encountered whilst working at the F1 Grand Prix exercised a profound impact on their personal and professional lives, suggestive of the fact that volunteering in this way presents a unique opportunity to improve the career prospects of many UAE residents.
- The work of volunteers at the event positively impacted on UAE society by generating an elevated awareness of the country as a business and tourism destination, increasing civic and national pride in the achievements of the UAE, as well as assisting towards the creation of a more skilled labour force. Their work, engaging with spectators, the competing teams and helping to host visiting dignitaries, conveys a very positive image on those attending the event and it is this legacy that often remains with visitors to the country long after the event and who are then encouraged to return in future years. So the volunteering 'legacy' is also a significant outcome of this process and worthy of closer inspection in the time ahead.
- Economic savings of over AED 6 million were realized through the recruitment and training of volunteers at the Abu Dhabi Grand Prix event by ATCUAE, with a number of additional direct and indirect economic outcomes also evident across other business sectors including leisure and tourism.

## 6.4 Discussion

## 6.5 Volunteer Profile

As noted a number of important findings were uncovered following the completion of this study. One of the key findings involved a profiling of the demographic structure of the volunteers working at the event. In this regard, the vast majority were male and between 22 and 44 years of age. A substantial number were also of Asian and European descent, with only 8% being of Emirati nationality. Given these trends, it would be logical to suggest that a substantial number were expatriates, although many undoubtedly were drawn to the event because they wished to ensure its success and, by extension, reflect positively on the UAE. In addition, through the case study referenced in chapter 4, we were similarly reminded that expatriates at the same event in 2009 were also motivated by their interest and passion for motor sport.

In contrast, Emirati nationals held more traditional motivations involving the –

- Satisfaction taken from assisting others
- The opportunity to act as a role model
- An opportunity to represent their country in the best manner possible
- The accrument of added experience and skills and building their skills base.

Clearly the motivations evidenced here by Emirati volunteers will do more to assist Emirati society and its economy in the long term. For this reason and many others, it is important that a much wider volunteer demographic is attracted towards the event in forthcoming years. Another reason why this is important is underpinned by the fact that a large number of volunteers working on the event in 2012 were already in full time employment and demonstrated very high academic standings. Whilst the event clearly requires a significant input from this calibre of volunteer, such a trend is equally suppressing the potential of the program to reach out and benefit all aspects of Emirati society. In this context, greater emphasis should be placed upon outreach work with the Emirati community alongside those currently underrepresented amongst the volunteer demographic, namely those in full-time education, over 65 years of age and also females.

Of course achieving significant improvements in recruiting individuals from amongst these demographics may prove to be far from straightforward but it is realisable through a concerted programme of work, the establishment of partnerships and support from government. Similarly, marketing the program towards those over 65 years of age would be beneficial considering the themes in the existent literature, which appear to indicate the so-called 'grey' market as being a potentially very lucrative recruitment field for those seeking volunteers. Moreover studies in the past have linked volunteering to general improvements in health and an increased perception of their value and role in society, particularly amongst older populations. Realising these societal benefits would be a tremendous coup for the program, its reputation in Emirati society and in the eyes of policy makers across the UAE.

In addition, placing a greater emphasis on attracting more female volunteers to the event would also prove beneficial. Motor sport is generally perceived by the public as being a male dominated activity. However, there are no reasons why females should not play an important role in fulfilling a range of functions such as office management, event organisation and hospitality, for example. As noted earlier in this report, an interesting aspect of best practice volunteer management programs has involved expressively questioning under-represented groups as to why they appear reluctant to become involved as volunteers.

This technique has proven to be successful in a great deal of cases as it allows the host organisation to address its concerns around the under-representation of minority groups and also conveys a willingness in this regard to rectify this situation. This strategy would also allow ATCUAE to understand why certain sections of the population do not wish to volunteer under any circumstances and thus create a more focussed recruitment strategy in the time ahead. Recording this level of information would prove to be incredibly valuable as it would assist in the development of future advertising and recruitment campaigns and ideally in the realisation of a much higher proportion of volunteers from all potential demographic ranges. A wider demographic profile amongst its volunteer base would also convey a positive message to the global motor sport industry that the UAE is fully supportive of the Grand Prix being staged in the country and would wish to do so for some time to come.

Given the limited numbers of Emirati volunteers who assisted with the Grand Prix in 2012, it is important that ATCUAE accept that they are doing all they can to reverse this trend. That said greater creativity is required in terms of raising awareness and educating the indigenous community on the personal and wider advantages of volunteerism. Utilising all aspects of electronic communication is vitally important in terms of regularly updating its website, negotiating online advertising space with government agencies in the UAE, places of education and public spaces would be appropriate. Aside from using social media platforms such as Twitter and Facebook, consideration should also be given to the development of smart phone applications, which could be used to reach a wide range of audiences and may also prove useful in keeping current volunteers up to date with the latest developments around training and advance event planning.

It is important to reaffirm that the current volunteer program should continue to welcome a moderate to high input from expatriates. The level of experience, academic excellence, skills and enthusiasm these individuals bring to the program is considerable and continues to be very much necessary for the success of the event. Given the fact that the UAE is often regarded as a 'melting pot' of many different cultures and nationalities, it is inevitable that the volunteer program offered by ATCUAE will continue to engage a diverse range of enquiries from those keen to dedicate themselves as volunteers; however a greater proportion of Emirati nationals would be highly desirable over the next 5 to 10 years.

## 6.6 Volunteer Skills Set

In examining the volunteers attracted to the Grand Prix in 2012, it is clear they were significantly experienced motor sport personnel. The majority of the population demonstrated between 1-5 years prior Formula 1 experience, with smaller percentages holding anywhere between 6-20 years previous experience in this realm. Furthermore, vast sections of the volunteers were highly educated and skilled individuals. It was common to find post graduate and under graduate degree holders within their ranks. In this context a wide array of academic disciplines were equally prevalent, some 36 in total including various engineering subsets, information technology, aviation, mathematics, business, research, sports and tourism, amongst others. The volunteers were to be found executing a wide variety of functions with concentrations found in roles such as intervention marshals and scrutineering.

All volunteers were aided by the availability of a 3 day and, in some instances, 8 day training program. Attendance at this program was important in ensuring each volunteer had the skills and acumen to fully complete all aspects of their role. Outside of this training period however, results found that a significant number of volunteers did not attend any aspect of the training program offered to them periodically throughout the year. The exact reason as to why these volunteers did not attend the free training schemes was not established but this level of information would be very valuable to inform future practice. Most probably this was as a result of full time employment pressures, lack of available time, limited interest or the possibility that they, in the own view, had nothing to learn given the high numbers of those who had already participated at previous Formula 1 events. To further complicate this matter, some volunteers who did attend these programs did so in an erratic way, which again compared poorly to the dedication of fellow team members.

As noted in chapter four, this pattern of training attendance and adherence is far from ideal. Training is central in ensuring the correct fit between the skills of a volunteer and the requirements of their role. The fact that some volunteers do not attend these programs at all should be regarded as unacceptable. This form of selective training attendance may negatively impact upon volunteer morale and team unity, important components in best practice volunteer management programs. A stricter and more focused training program would be welcome. The importance of this recommendation cannot be overstated. Without adequate attention to this factor, volunteer recruitment and retention will inevitably suffer whilst other concerns, including those around safety and event management, may become more pronounced.

This intervention should of course be managed in a way which respects the work/life balance of the volunteer population. In chapter five, it was also discovered that 49% of the volunteer sample questioned felt that the skills they had derived from their training programs were of no benefit to them. This finding highlights the importance of considering how this function should be improved for future years. It might be appropriate to ask the volunteers why they feel their training is of not much use to them. Are they sufficiently experienced and educated that they have nothing more to learn from the programme, for example? Do they have issues or concerns that they would like to share and



address and which could help shape future training programmes? Of the 51% who believed that the training program was of some benefit to them, around one in five highlighted the transferable skills they had gained in management, health and safety along with teamwork as being most beneficial.

That said, the fact that one in every two volunteers believed that the training program offered to them was of no practical assistance should be a matter of concern to ATCUAE. Of those volunteers who felt that the training program was of benefit, comparatively small numbers cited important transferable skills such as communication and time management. Given these findings, it is clear that more attention must be placed on the training afforded to the volunteers associated with the event. Achieving this aim will contribute greatly towards recruitment and retention along with providing a greater societal return outside of the sport, a key aspiration of the overall program.

## 6.7 Social and Economic Impacts

Our study has shown how sports volunteerism can contribute to both economic and societal improvements for a host nation. From a societal viewpoint, a well-defined volunteering program can allow participants to –

- Give back to their community
- Act as a role model to younger generations
- Interact and learn from other cultures
- Present a good impression of their country and locality to visitors
- Improve their skills and experience
- Develop a sense of civic and national pride

All of these aspirations are integral to the program developed by ATCUAE, which is an industry standard in terms of vision and reach. The existence of this program has created the conditions whereby hundreds of volunteers happily sacrifice their time to assist in portraying the UAE and its people in the best possible light internationally. This form of brand awareness amongst global audiences can leverage untold benefits through securing additional major sporting events, investment projects and increased tourism levels.

There is evidence to suggest that this program, since its inception in 2009, has measurably improved the skills, experience levels and productivity of the Emirati labour force. As noted in the case study presented in chapter four, the program has presented a platform whereby Emirati citizens can give back to their community and in doing so serve as a role model for younger generations of Emiratis. It is to be expected that this form of input will inspire higher levels of national pride and patriotism amongst the Emirati nation. Furthermore, the increased interaction the program creates between Emirati volunteers and those volunteers emerging from other ethnic origins, cultures and backgrounds is highly noteworthy due to the educational opportunities this presents in terms of enhanced cultural awareness.

The economic contributions made by the volunteers at this event are equally substantive and, in all likelihood, represent the real 'headline' story from this programme. This study has shown that the overall economic contribution of the over 600 volunteers working at the Abu Dhabi F1 Grand Prix was valued at over AED 6 million. A total output in terms of hours was measured at 53,448 – quite remarkable findings. Volunteerism can also directly and indirectly contribute to a nation's economy so it is very probable that the figures cited here are of a most conservative nature. The subsequent increases in tourism levels, national exposure, business and investment opportunities which arise as a result of hosting marquee sporting events are often very striking. Whilst these particular figures have not been researched as part of this study, it would be expected that these numbers would be highly significant.

This study, in line with the current published literature, has reinforced the level of contribution sports volunteerism can make to a host society and its national economy. Many countries have already realised this symbiotic relationship and are profiling volunteerism in a way it permits the impact on public policy and its central role in wider society. Therefore it would be prudent were the findings of this report communicated to all relevant stakeholders within the UAE. Achieving an acknowledgment of these outcomes would begin the process of reversing the limited awareness and, for some, misunderstandings which commonly surrounds the concept of volunteerism in certain settings. Incorporating sports volunteerism into public policy programs in the UAE would represent significant progress as would a fundamental recognition of programs promoted by organisations like ATCUAE to achieving these aims.

## 6.8 Recommendations

Throughout this report a number of recommendations have been offered, which aim to assist ATCUAE in the development of strategies aimed at the development of their volunteer program.

From all of the recommendations offered throughout this report, particular prominence should be placed on the following key points –

- An enhanced engagement on the behalf of ATCUAE with government authorities in the UAE, to increase awareness of its volunteer program and how this can positively contribute to Emirati society, including its economic, tourism and sports sectors.
- The development of a revised and better informed social marketing campaign to raise awareness and education around the nature and benefits of motor sport volunteerism. This would, in the first instance at least, be exclusively targeted at Emirati nationals, again using both electronic and traditional mediums to derive positive outcomes.
- A clear commitment to actively recruiting volunteers from currently underrepresented demographic profiles such as females, students, those seeking employment or at least enhancing their skills base, and elder members of society. Raising awareness within universities, religious centres, amongst the print media and charitable organizations would be appropriate. Realizing this objective would extrapolate the societal and economic benefits of the program to the host nation.

- Adjustments to the training program should include mandatory attendance requirements for all participants. This simple ruling, as well as seeking to take on board the genuinely held views of those who volunteer at the event but who have a reluctant attitude towards training attendance, should considerably improve team morale, retention levels and transferable skills attainment.

## 6.9 Chapter Summary

This chapter has presented a summary of the key findings and recommendations which have been highlighted throughout this report. In delivering these conclusions, we wish to see the volunteer management program provided by ATCUAE flourish in the forthcoming years as it is fundamentally an excellent initiative. This chapter has demonstrated the importance of raising awareness of both the concept of volunteerism and the advantages it can generate from an individual perspective, in terms of increased experience, skills and employability levels. However, these qualities represent just some of the benefits sports volunteerism can produce. From a wider societal and economic standpoint, the opportunities remain vast.

In the years to come it would be satisfying to see the Emirati community take ownership of the volunteer program offered by ATCUAE. If this is realised the economic and societal effects will become even more pronounced for the host nation. Raising awareness of volunteerism and what it actually involves along with its defining mission amongst Emirati society is of the utmost importance. Presenting a program free of unnecessary bureaucracy and other common complications is also crucial. The economic and societal influences attributable to sports volunteerism are truly remarkable as this report has demonstrated. Presenting these findings to government and its policy makers would represent an important first step in advancing the promotion of volunteerism as a key aspect of Emirati life in the time ahead.

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# Notes

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Ulster Sports Academy

University of Ulster Jordanstown, Shore Road, Newtownabbey,  
Belfast, Northern Ireland, BT37 0QB

T: +44 028 90 366666 E: D.Hassan@ulster.ac.uk W: www.ulster.ac.uk



نادي الإمارات للسيارات والسياحة  
Automobile & Touring Club  
of the United Arab Emirates

ATCUAE

Al Wuheida Street, Al Mamzar, Po Box 5078, Dubai, United Arab Emirates

T: +971 4 2961122 F: +971 4 2961133 E: info@atcaue.ae W: www.atcaue.ae