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What Factors Drive the Success of
International Sport Events? The
Perspective of National Olympic
Committee of Cambodia

국제 스포츠 이벤트의 성공에 영향을 미치는 요인
분석: 캄보디아 올림픽 위원회의 관점을 중심으로

2016년 8월

서울대학교 대학원

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Abstract

What Factor Drive the Success of International Sport Events? The Perspective of National Olympic Committee of Cambodia

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Back to 1966, the Kingdom of Cambodia had experience in organizing international multi-sport events namely Asia Sports Event, called GANEFO or Games of the New Emerging Forces, with the participants from 15 countries after Indonesia (Russell Field, 2011).

Recently, there are several international sport events taking place in Cambodia namely International Half Marathon, International Full Marathon by which plenty of participants from difference nations have attended.

Moreover, with the full support from Cambodia Royal Government, and Olympic Council of Asia, Cambodia has been given a chance to host the biggest regional Games in 2023, South East Asian Games, by which 11 countries in ASEAN participate. National Olympic Committee of Cambodia is fully entitled to operate the Games by government. It is believed that the organization and management of international sport events is totally confuse and complex tasks (Zaman, 2005) due to the large amount of participants and stakeholders. Therefore, Game Organizing Committees need to thoroughly manage the task and activities, to facilitate the workflow, to satisfy the needs of international sport organizations, sponsors, stakeholders, also especially own people, spectators.

Therefore, how National Olympic Committee of Cambodia should do to ensure the success of the game? Which factors does NOCC have to consider measuring the final outcome of event? Therefore, it is important for NOCC to set up, to plan and to come up with proper factors for the successful of sport events as mentioned earlier that this studies is going to explore.

The main aim of this research is obviously to explore key factors that National Olympic Committee of Cambodia has to develop further for the success of international sport events such as South-east Asian Games. It

should be noted that different international sport events happened in various locations, time exactly has different success factors and strategies because of culture different, and other different dimensions.

Keywords : Success, International Sport Events

Student Number: 2014-25188

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Chapter 1. Introduction

1.1. Overview

Roche (1994) provided the explanation the term success that it mainly refers to the outcomes accomplished through the effective actions and contributed factors. Dreyer and Krüger (1995) stated that international sport event is a social phenomenon which became part of our life and culture.

From ancient Olympics to today's modern Olympics, world games and continental games, those sport events have acted an important role in people life. Nowadays, those international sport events have transformed extremely important because there is a great number of participating countries. Beside these, the competition between cities and countries is becoming more intense and competitive. Again, the organization of international sporting event is really complex tasks (Zeman, 2005). Therefore, the Organizing Committee needs to manage effectively the task and actions, to facilitate the workflow, to satisfy the needs of international sport organization, sponsors stakeholders and spectators.

It is essential to clearly aware of the different conceptual dimensions of sport event either single or plural formats, either one day game or several

days tournament. The dimensions are different such as grassroots sport events, elite sport event that is for skill performers and skill athletes. More interestingly, either smaller or larger events focus other elements of sporting acts like music and other entertaining factors rather than focus on core competition, so that events can attract more spectator and entertainment (Masterman, 2004).

As a result, currently hosting of sport events either large international events such as Olympic Games, or small sport events, has become very essential since there is a great benefits by which host country can received such as local economy development, employment, tourism industry and environment (Ritchie, 1984).

Within a framework of this research, author will reveal the analytical the successful factors of conducting international sport events from the perspective of Game Organizing Committee which mainly refers to National Olympic Committee of Cambodia. As we aware that, international sport event has become a complex task, because various stakeholder groups need to be managed and satisfied.

Which key factors should be taken into consideration to measure the final outcome of an event? Again, therefore, it is vital for NOCC to carefully consider the factors of how to develop further for success of sport

event as mentioned above. Therefore, it is vital to explore the factors in order to make international sport events more successful in Cambodia.

1.2. Problem Statements

Since National Olympic Committee of Cambodia has zero time of hosting international sport event such as SEA Games after 1961, it is hard for Cambodia Game Organizing Committee ensuring the success of that. Therefore, it is required to identify the factors which enable to contribute to the success of the whole sport events at the international stage both present time and in the near future. It is fact that to conduct the local or international sport events, NOCC usually seeks for assistance from the private companies so called agencies companies to conduct the international sport events known as International Half Marathon, International Full Marathon.

Moreover, if looking at international level of sport event such as Olympic Games, Asian Games, even International Full Marathon, International Half Marathon, Cambodia seems to have less confident and capacity to ensure the successful of international sport events since NOCC has no clearly guaranteed factors to manage proper events to assure the smooth of events. Why are these problems necessary to be studied?

1.3. Significance of Study

The significance of this research not only contributes to the successful of international sport event in Cambodia but also it can be generalized for international sport events in other nations. To some extents, they are able to use this study to compare for the successful of international sport event although we got different context, culture, location and time. It is clear that the successful of this event will determine the image, reputation of the kingdom of Cambodia, economic growth, and sport development.

1.4. Purpose of Study

The main purpose of this study is to explore the key factors that National Olympic Committee of Cambodia has to develop further for the success of international sport events such as South East Asian Games (SEA Games).

1.5. Structure of Thesis

This master thesis is segmented into five main chapters whereas chapter 1 starts with a brief overview of the field study and addresses the purposes, significances of study. The following chapter 2 comprises information in form of a literature review in which it will define some of the success factors of international sport events, show major sport events,

success factor from previous studies, assessing the success factor, to get better understanding of how international sport event was measured. What is important is that the findings from this chapter will serve as basis to construct a theoretical framework. Chapter 3 describes the chosen methodology and applied research strategy and informs how the data is collected with in-depth interviews and text mining. In chapter 4, the findings of study will be shown and in chapter 5 is the discussion part including summary of finding, discussion, limitations and recommendation for future study.

Chapter 2. Literature Review

2.1. Major Events

“A major event can be explained in different ways. The terms “hallmark event”, “mega-event”, “special event” and “major event” have been used interchangeably in the literature.” (Burns, Hatch, & Mules, 1986; Torkildsen, 1992).

There are different features of major events. Jago (1997) explained that attracting media attention, large crowds and funds to a region, large costs, prestige and status, demand for related services is one of the features of major event. Another feature is tradition or symbolism which associated with major events.

As referred to Jago's (1997) model illustrates that major events hull into two categories, mega or hallmark. Mega refers to a one-time major event that is generally of an international scale. For example, the Bledisloe Cup or a Papal visit. A hallmark event refers to an event that is tied to a specific place whereby the destination and the event become synonymous, such as the Melbourne Cup.

Major events a tremendous impact on different sectors such as tourism, parks and recreation, arts and culture, sport, and trade, cultural and economic significance resulting in involvement of businesses, agencies, and organizations. Getz also emphasized that economic, social and environmental are the outcome created after the sport event.

2.1.1. Major Sport Events

According to Jago's (1997) special major events definition was integrated with other major event literature (Faulkner, 1993; Getz, 2000; Jago & Shaw, 1998; Spilling, 1996). Seven distinct characteristics have emerged that defined a major sport event: One-time or recurring; of limited duration; prestige profile; strong media exposure; large attendances; economic benefits for the host community; and, a national or international focus. Australian major sport events include the Indy Grand Prix, Australian Motorcycle Grand Prix, the Australian Football League Grand Final, the Melbourne Cup, the Bledisloe Cup, the Australian Formula One Grand Prix and the Australian Open Tennis Championship should be the best example.

2.1.2. Managing Major Sport Events

Hall (1992) identified seven factors contributing to the successful management of major sport events. These were: “designing the event,

determining organizational systems, managing personnel, delivering the event, obtaining visitor and participant satisfaction, determining the impact on athletes and community, and performing an event evaluation.” However, it should be noted that despite personnel being a key ingredient for organizational success (Nankervis et al, 1996; Morrall, 1998), there has been little research regarding the management of personnel in major sport event organizations (Doherty, 1998; Slack, 1997). As a result, event managers should be more concentrated on the personnel.

2.1.3. The Benefits and Costs Associated with Major Sport Events

The benefits and costs associated with major sport events were discussed in light of four forces that impacted upon a major event. The first three were economic, social and environmental forces (Getz, 2000). The fourth was a political force (Downey 1993; Graneau et al., 1998; Semotiuk, 1987).

Economically, it has been demonstrated that major sport events are an integral part of tourism expenditure (Commonwealth Department of Industry, Science and Resources, 2000). The CISR estimated that Australian major sport events generate tourism expenditure of approximately three billion dollars per annum. The Bledisloe Cup and the Spring Racing

Carnival are examples of major sport events that generate a large economic impact on the host region. The 1997 Bledisloe Cup generated 61 million dollars and the 1996 Spring Racing Carnival generated 174 million dollars to the Victorian economy (Sport and Recreation Victoria, 1999).

Socially, the tourism industry has benefited from the growth of sport events in two ways. Firstly, from the growth of mass participation events, such as the Masters Games, secondly from the growth in events 'manufactured' exclusively for television, which has assisted in promoting regional tourism? Such 'manufactured' events include the Jacobs Creek Tour Down Under in South Australia, whereby television viewers see touring the South Australian wine region. The cycling route was selected in order to best promote the region to potential tourists (CISR, 2000). Major sport events have positive community benefits, increase public awareness of a destination, and create pride within the host communities (Hall, 1995). On the other hand, powerful classes and groups, involved in major events, which control the political and economic institutions, can obtain media coverage during the event and push their own ideological views (Sage, 1990).

Environmentally, research has found that major sport events seek to mitigate the negative environmental impacts and maximize the positive

ecological outcomes (Goldblatt, 2000). However, events can have negative impacts, primarily due to the expenditure on constructing facilities (Downey, 1993; Goldblatt, 2000). Furthermore, sport events that fail to manage their waste can inadvertently impact negatively on the quality of the local environment that helps attract customers, and in doing so possibly jeopardize their own future (Campbell, 2002).

Politically, major sport events are viewed as fommms, which gather international media attention and a mass audience (Gmneau et al., 1988; Hall, 1995). It is believed that major sport events would not exist if not for the support of government funding (Stewart, 1986; Downey, 1993).

However, many researchers do not positively view politics and major sport events. Gmneau et al. (1988) reported it is a venue for political protests. For example, the 'Black Power' demonstration at the 1968 Olympics and the 'Munich Massacre' at the 1972 Olympics targeted opposition to respective Government beliefs. Furthermore, boycotting events has been aimed at political powers for example, the South Africa's apartheid policies (Gruneau et al., 1988).

Based on the literature, however, the benefits associated with an effectively planned and managed major sport event outweigh the disadvantages. In recent years, these benefits have been recognized by

national and State governments as a legitimate focus for general economic and tourism development strategies (CISR, 2000).

2.2. Previous Findings on Success Factors

Getz (1997) mentioned that the success of international sport events are the combination of time, setting, management practices and people's needs. They have well definable parameters by having good fixed deadline, competition rules, numerous stakeholders and environmental aspects, which allow comparison (Haase, 2004). However, there are a lot of difficulties and uncertainties that organizers involve such as managing of extensive relationships, enormous resource allocation and wide range of risks. For that very reason academic and operative experts of sport event management try to disclose areas, which require special interest and investment.

As we mentioned earlier, it is an extremely complex task to organize international sporting events. High level organization requires a variety of management, especially project management, methods, techniques and skills. Appropriate application of management methods and best practices can often secure the success of organization. But what kind of methods and techniques can facilitate the organization?

Lim and Mohamed (1999) described that project success factors considerably determine the project result; they are specifics and conditions with great influence on the successful implementation of the project. Whereas, critical or significant success factors are those ones that must be realized in order to ensure project success. As a matter of fact, they are those management areas that need special and permanent attention so as to guarantee a good chance for success (Boynton & Zmud 1984; Szabó & Gaál 2006).

As far as, the researchers on revealing factors of projects' success are considered; the first studies focused on identification of factors influencing a project's success or failure based on empirical researches (Baker et al. 1988; Pinto and Slevin 1988). On the strength of the comparative analysis of earlier studies Gemünden and Lechler (1997) elaborated a conceptual success factor model and in it they grouped factors into categories like context, participants and functions.

Cooke-Davies (Cooke- Davies 2002a), in his empirical, research revealed project success factors, studied success-inducing elements at three different levels such as at the level of project management activity, project and organization. In latest years, researchers seem to focus more on the relationship between success factors and results achieved by the project

implementation. On project performance in terms of schedule, cost and quality goals the commitment, coordination and competence of project participants are crucial factors (Jha and Iyer 2007) leadership; the management of human resources; problem solving; handling of relationships and co-operations with sponsors, media, authorities, publicity etc. as key factors of success (Waeffler and Pfister 2008).

According to analyses of previous studies defining success factors, two groups of factors can be defined: success factors that represent the technical part of project management, like project conception (clear and attainable goals), planning, structure, control, risk management; and the human side of it, like a competent and committed project team and project leader, client consultation, communication, co-operation and participation. This approach dates back to the task orientated and relation orientated categories established within the frame of researches of personal management at Ohio and Michigan Universities.

Research done at Ohio and Michigan Universities had similar results concerning the definition of task orientated and relation orientated managing styles; however, it largely differed in a way that researchers of Michigan considered the two categories exclusive (Likert 1961) whereas according to researchers of Ohio the two kinds of managing styles may coexist

(Fleishman 1953). Hence, according to the results of Ohio State University and further researches (Blake & Mouton 1985; Ulrich & Fluri 1992) based on these results successful managers shall complete two objectives.

On the one hand, they shall accomplish the appointed aims by effectively structuring activities and actively managing resources and processes. On the other hand, they shall complete the objectives concerning relationships, fulfill the demands of workers, and that of team integration by encouraging participants and applying adequate managing style (Blake & McCauley 1992).

Table 1. Findings on success factors of previous studies

<i>Publication</i>	<i>Findings on success factors of previous studies</i>
<i>Baker et al. (1988)</i>	Coordination and cooperation; adequacy of project structure and control, project uniqueness, importance and public exposure; success criteria salience and consensus; internal capabilities build up
<i>Gemünden and Lechler (1997)</i>	Project context: importance, complexity, project environment People: top management, project leader and project team Project functions: participation, planning and controlling, information and communication
<i>Cooke-Davies (2002a)</i>	Clear and doable project goals; well-selected, capable and effective project team; adequate resourcing; effective planning and control; good risk management; stakeholder commitment and attitude; appropriate project strategy
<i>Jha and Iyer (2007)</i>	Project manager's competence; Top management support; Monitoring and feedback; Favorable working conditions; Commitment of all project participants; Owners' competence; Interaction between project participants; Good coordination among project participants; Availability of trained resources; Regular budget update

2.3. Project Success Criteria

Atkinson (1999) stressed that most of early works and definitions into success criteria of project management focus on the variables of time, cost, and quality the so-called “golden triangle”. After almost 30 years where Oilsen (1971) firstly suggested these success criteria that they look like that nowadays the approaches of the modern project management go one step beyond.

Turner (1999), Morris and Hough (1987), Waterridge (1998), de Wit (1988), McCoy (1987), Pinto and Slevin (1988), Saarinen (1990) and Ballantine (1996) stated that these parameters should not be exclusively used as such criteria. There is no doubt that some projects must have time and cost as an evaluation indicator. This event must hit the on-time and have clear objective; otherwise the problem will follow.

Turner (1999) explained that project management should be perceived as a tool, which manages people to deliver a certain outcome and not only to be used to manage work. Turners’ approach is contradictory to the opinion of the 1970s where work breakdown structures, software and so forth supported the stance of project management. In the 1980s, the literature started besides lifecycle costing, risk management and control systems (the technically side of project management) to focus on team

building processes and ten years later the literature covered entirely such topics (Jugdev & Müller, 2005).

Lim & Mohamed (1999) mentioned that criteria are important to measure a project in terms of success or failure and in the reviewed literature; criteria are characterized as principles or standards for such a judgment because they are seen as an “independent variable”, which inform how the outcome was achieved. On the contrary project factors are the set of circumstances, which influence a project in a positive or negative way. The next paragraph addresses more information regarding project success factors.

Extensive research has been done to determine Critical Success Factors (CSF) within the field of Project Management, of which a concise view is presented here. Belassi and Tukel (1996) argued that it is not necessary, or possible, to determine all possible CSFs; instead, grouping the factors would better illustrate the broader aspects critical to project success and enable planning for improved performance. Their framework depicts four groups of factors related to (1) the project, (2) the project manager and team members, (3) the organization, and (4) the external environment, as well as the interrelation of these groups. Among these factor groups, the organizational factors were found to be most critical to project success (Belassi & Tukel, 1996).

A multidimensional framework was produced by Shenhar, Dvir, Levy, and Maltz (2001) for the assessment of project success based on the premise that projects contribute to organizational strategic objectives. They acknowledged that the definition of success differed depending on the person's perspective and role within the project, and that varying types of projects require project-specific approaches. The dimensions of success were identified as (1) project efficiency, (2) customer impact, (3) direct organizational impact, and (4) future preparation, each of which has differing levels of importance depending on the project and the point in time during the project. Shenhar et al. (2001) recommend using the framework to determine the importance of each dimension within projects, to focus management and implementation accordingly, and to ensure alignment of projects within strategic management.

In relation to planning, project success was seen to be most influenced by the initial programming, identification and design phases of the cycle when objectives and implementation plans are decided (Dvir, Raz, & Shenhar, 2003). Dvir et al. (2003) concluded that the customer perspective of success is most important, and therefore customers need to be involved in defining goals and outputs during design.

Conversely, the success dimensions of international development projects were examined by Diallo & Thuillier (2004) through the perceptions of project coordinators in Africa. They stressed the necessity to assess both the effectiveness of project managers to deliver outputs, and the effectiveness of the project to contribute to its objectives. The study examined three dimensions, namely management, impact and profile, which were constructed according to factors identified by literature, as listed here:

- Respect of the three traditional constraints [time, cost, quality]
- Satisfaction of the client
- Satisfaction of the objectives as outlined in the logical framework
- Project impacts
- Institutional or organizational capacity built in the organization by the project (Diallo & Thuillier, 2004: 21):
- Financial returns (in the case of productive projects) or the economic or social benefits (in the case of public sector projects)
- Project innovative features (outputs, management or design)

The results confirmed that different stakeholders evaluate project success according to their respective interests and agendas.

Considering the dimensions of success described above, clearly project, project management, organisation, customers and external factors are significant with respect to project success. However, the determination of success is subjective and dependent primarily on the view of each stakeholder and their definition of success, which implies that universal project success factors do not exist; a notion supported by the diverse factors listed within the SFD literature and the research findings of Shenhar et al. (2002).

2.4. The Common Understanding of Project Success

Baccarini (1999), McCoy (1986), Wateridge (1998) and Wells (1998) observed a lack of common understanding considering the definition of project success. They stated that either a standardized definition doesn't exist in the literature or the term is used among managers generally.

Liu & Walker (1998) according to the Project Management Institute (PMI), which devoted their Annual Seminars & Symposium in 1986 to this topic, stated that the criteria for measuring project success must be set out at the beginning of the project. Defining the relevant criteria after the project start will most likely cause difficulties consequently due to the reason that the definition of project success can mean so much to so many different

people and lead to disagreements about whether a project is successful or not.

Freeman and Beale (1992) noted in this context: “*An architect may consider success in terms of aesthetic appearance, an engineer in terms of technical competence, an accountant in terms of dollars spent under budget, a human resources manager in terms of employee satisfaction. Chief executive officers rate their success in stock market.*”

De Wit (1988) and Cooke-Davies (2002) emphasized on the importance to draw the distinction between: *Project success* (measured against the overall objective of the project) and *Project management success* (measured against the widespread and traditional measures of performance against cost, time and quality).

In the reviewed literature, it is common to confusingly intertwine the components of project success and project management success; thereby, they should be seen as single, holistic group. Baccarini (1999) goes with the explanation about the success definition one step further by adding a third term *product success*, which deals with the effects of the project’s final product.

Wateridge (1998) indicated that unfortunately project managers have neglected it over the years to focus more on such a long-term criteria related

to product success and are still focusing to manage the project within time and budget. However, it doesn't mean automatically not fulfilling the short-term criteria that a project is failed. A good example is Microsoft, which launched its first Windows software system with a substantial delay and required more resources and additional staff as from the beginning on planned. Nevertheless, if one looks at the worldwide PC users, it can be recognized that approximately 90 % use the Windows operation system, which became an enormous source of revenue for the company (Shenhar, Dvir, Levy, & Malz, 2001).

De Wit (1998) and Cooke and Davies (2002) viewed that the project of Microsoft would have been a failure in terms of project management success but in comparison with the approaches from Baccarini (1999), Munns and Bjeirimi (1996) a project success, because the project has met the customer expectations.

Dalcher (2008) during the “The Nine School of Project Management” conference, they emphasized at their presentation to distinguish clearly the different levels of project success and failure. Therefore he classified four levels and scopes, which can be seen at Table 1 concerning project success, project management success and product success.

Level	Scope
-------	-------

I. Project Management Success	Efficiency and Performance
II. Project Success	Objective, benefits, stakeholders
III. Business Success	Value Creation and Delivery
IV. Future Potential	New opportunities, threats & competences

Figure 1. Own Description from Dalcher's four levels of Project Success (2008)

A similar classification of Dalcher's project success can also be found in the explanations of Shenhar et al. (2001) where the authors stated that the different dimensions (levels) played an important role at different times with respect to the moment of project completion. This means that:

- Dimension 1 (project management success) expresses the efficiency with which the project has been managed (meet resources, was finished in time, with specific budget) and the success of the project can be assessed VERY SHORT either during or straight after the project's completion.
- Dimension 2 (project success) related on meeting the customer's needs and the assessment follows after a short time regarding to the customer satisfaction after delivery.
- Dimension 3 (business success) addressed the direct impact (sales and profits), which the project may have on the organization and the evaluation of success can be done after one or two years (long term).

- Dimension 4 (future potential) was in charge of preparing the organization towards future (organizational and technological infrastructure). The success in this stage can be measured after two up to five years and is therefore perceived as LONG TERM. Considering the different opportunities how to assess project success, the next paragraph will discuss this with more detail.

2.5. Assessment of Project Success

Barney (1996) mentioned that basically most organizations have traditionally applied financial and economic indicators to evaluate and measure their organizational success and effectiveness (i.e., return measures, market share measures, and stock value measures). However, many studies in this field have shown that such financial measures cannot be perceived as sufficient indicators for measuring success at a corporate level.

Allee (2001) quoted in Jugdev and Müller (2005) due to the reason that those financial models emphasized just on the tangible assets and evaluate the monetary benefits but neglect the intangible assets and values of a project.

Pinto and Mantel (1990) identified three aspects of project performance, which are the *implementation process*, the *perceived value of the project*, which have an *impact on the client satisfaction*. Additionally

Freeman and Beale (1992) propose seven further criteria for project success measurement, including Technical performance, Efficiency of execution, Managerial and organizational implications (as well customer satisfaction) Personal growth, and Manufactures ability and business performance.

Belout (1998) provided a more recent approach is concerned with the achievement of project objectives which should be carried out by setting up a project. The success of a project can be measured thereby how well these objectives have been met.

Baccarini (2001) uses as in Figure 2 can be seen, a hierarchy of project objectives which include goal, purpose, outputs and inputs.

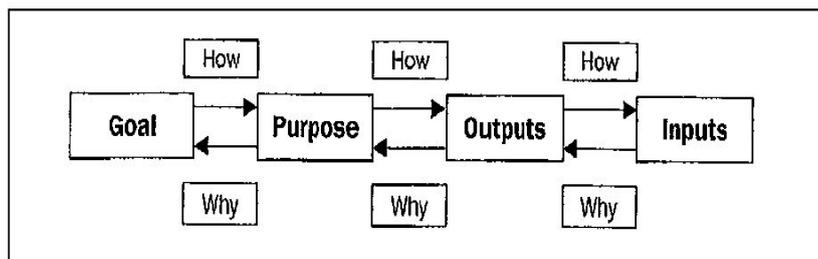


Figure 2. LFM Hierarchy of Project Objective (Adapted from Baccarini, 1999, p.26)

2.6. The “Soft” Side of Project Success

Wateridge (1995) found out, those stakeholders would have their own viewpoint regarding success or failure. Additionally to Wateridge’s findings Müller (2003) identified three more conditions, which are relevant

for project success. The investigation in the area communication structure has identified the following:

1. Projects must be perceived as a temporary organization (Turner & Müller, 2003) where people should work together as best as they can. The likelihood that this will not always work is obvious, but nevertheless the project must be seen as a partnership (Scott, 2001) between all project partners. Therefore, it seemed to be important that the project owner (principal) should empower the project manager (agent) by delegating some decision making authority and strives so to have a cooperative working relationship also called as principal agency relationship (Bergen, Dutta, Walker, 1992). Jensen (2000) supported such an agency theory because the tension and conflicts between principal and agent (Moe, 1995) will be minimized through using special structures like contracts.
2. The second important condition was concerned with the organizations structure. The slogan here was not too much and not too little structure, which means that the project owner should impose medium level size of structure on the project. This was due to the fact the project manager needs to be flexible in any stage of the project-lifecycle where so-called bottleneck situations and other

risks can arise in an uncertain manner. Therefore the owner should communicate clear objectives “*objectives are the guiding principles that direct the efforts of the project team*” (Shill, Bertodo, McArthur, 1993) to the project manager and help with a proper guidance to unfortunately constrained by too tight and rigid working practices as mentioned before in the principal-agency relationship (Turner & Müller, 2003).

3. The last point of Müller’s (2003) findings referred to the fact that there was a mismatch between the project performance reports. Problems in this area occurred because owners and other clients had a greater desire for information (the distinction must be drawn here between high performing projects where the request of communication was higher as vice versa in low performing projects). Clarke (1999) stresses in this coherency the importance of updating the projects plan regularly which informs the engaged people working on the project over the positive/negative progand consequently. This plans should be kept as simple as possible otherwise they will be abandoned as “dust-collectors” (Gilbreath, 1986).

However, Gilbert (1993) the project environment could be characterized as complex and fast paced and therefore it is necessary to develop an understanding that generates trust which leads to a constructive working relationship (Karlsen, 2002). Therefore also the management of stakeholders plays an important role according to Jergeas, Williamson, Skulmoski and Thomas (2000) and Cleland (1986). If stakeholder management is not adequately addressed at the beginning of a project the project manager may strive to meet goals, which were never intended by the stakeholders (Meredith & Mantel, 200). Further issues caused by stakeholders contribute to a negative project output because of poor communication, changes and scope of work, unfavourable news about the project in the press and negative community reactions to the project. In Figure 3, it can be seen the different stakeholder groups or individuals who are positively or negatively affected by the project.

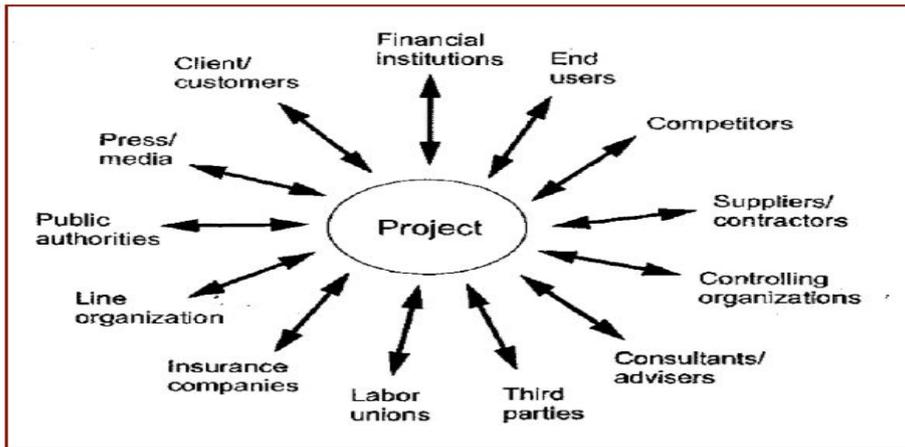


Figure 3. Project stakeholders (Adapted from: Terje, 2002)

2.7. The International Event Stage

For a better and comprehensive understanding for the readers of this thesis, the second part of the literature review provides information regarding the international event scene as well tries to highlight the critical success factors of international sport events.

Due to the fact that there is a lack of standard classification what a sport event is, it is therefore essential to distinguish the different kind of events in terms of size, duration, occasion, frequency and economic benefits.

Freyer and Gross (2002) stressed that this differentiation must be made according to because mainly international sport events have a great

effect on the economy of the organizing country, region and host city as well as for the tourism.

Sports event managers are concerned with those events that are planned over a long period and authors like Allen, O'Toole, McDonnell and Harris (2002) and Getz (1997) referred to these events as special events. At this point the reviewed literature varies in terms of the use of so-called special events and synonyms like hallmark, mega, major and minor events can be found.

Goldblatt and Nelson (2001) defined the hallmark events as “*a unique moment in time celebrated with ceremony and ritual to satisfy specific needs*” and Hall (1992) considers therefore any Olympic Games as hallmark event.

Getz's (1997) and Allen et al. (2002) point of view are hallmark events those ones where the city and the event becomes inseparable for instance the Wimbledon Tennis Championships. Figure 4 offers a model of Jago and Shaw (1998) that encapsulate all above-mentioned terms with a ranking in size and scale and connects furthermore the relationship between hallmark, major and mega events.

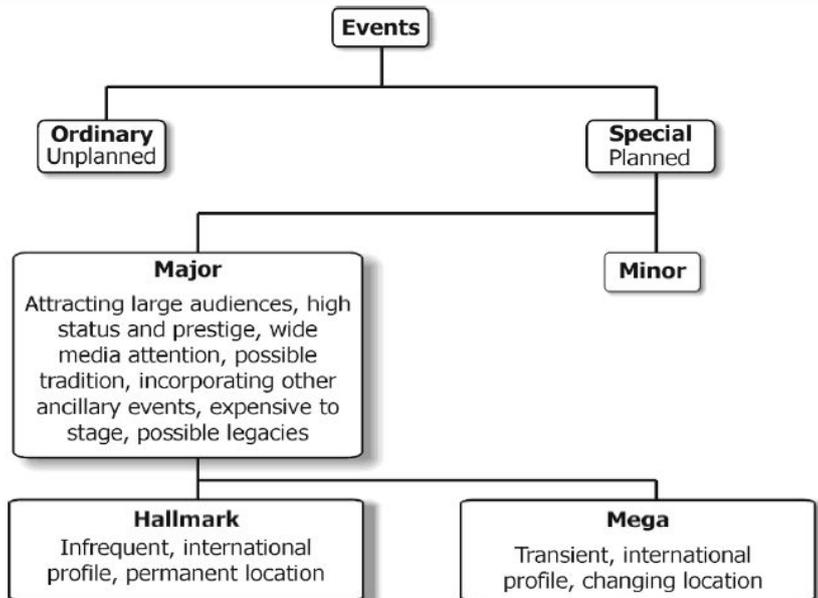


Figure 4. A definition for events (Adapted from Jago and Shaw, 1998)

Masterman (2004) however, sport event and project managers needed to work with different kind of owners (dependent on the structure and format of an event) such as local government and authorities, sports governing bodies and competition organizations, corporate organizations and volunteers. In many cases where the impact of the event is wider spread it can be recognized that more than one party is in charge of the control, development and implementation of the event.

2.8. Critical Success Factors of International Sport Events

Holzbauer (2003) in accordance with the definition of project management where a project incorporates the stages initiation, planning and design, executing, monitoring, controlling and the closing process an event can also be perceived as project management activity.

Holzbauer (2003) whilst studying the most important literature about success factors of sport events it has been recognized, that apart from fulfilling cost, time and quality there are barely any new approaches, which provide a more holistic view. To be able to identify the critical success factors for international sport events and relate them to the findings of project management the event planning process, which consists of up to 10 stages has been scanned through (see in figure 5) and the results are shown at the following pages (not every stage will be discussed in detail).

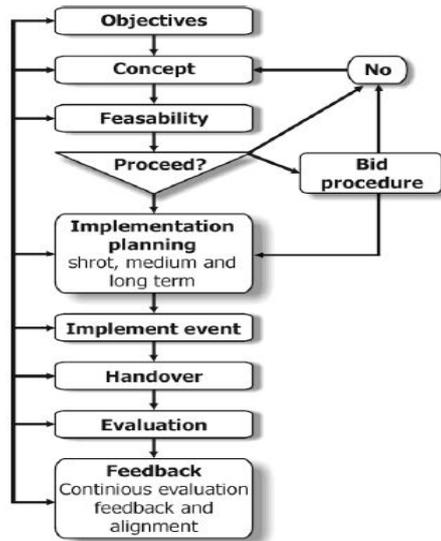


Figure 5. The event planning process (Adapted from: Masterman, 2004)

2.8.1. Identified Success Factors within the Planning Process Frame

- Objectives

Emery (2001) noted whilst researching 400 major sports event organizers that just 64 % of the respondents used a clear objective for their event and stated that the use would not be widespread in the industry. The leading authors of sport event management texts (Alle et al., 2002, Getz 1997, Goldblatt 1997, Hall 1997) emphasize in this context the use of objectives is necessary for the production of successful events and state further that the internal and external environment needs to be scanned before visions and goals are set up. The identification of the various

stakeholders (e.g. customers, suppliers, partners, investors, and staff) plays an important role in this stage and the basic questions should be asked (a) why the event is to be held, (b) what is to be achieved and (c) who is to benefit and how?

- Concepts

In the concept stage the key question is what does the event look like? This is an important question when applying for hallmark events, because the facilities constructed for this special occasion (for example a new football stadium) must also be usable after the event is over. According to Bernstein (2002) quoted in Masterman (2004) any new facility would be only of temporary use without identified and signed after-user. This can be seen at the Olympic Summer Games 2000 in Sydney where the organizers incorporated the Sydney Olympic Park as part of the strategy for the development of Homebush Bay.

- Feasibilities

This stage is the key stage of the majority of events recognized by Allen et al. 2002, Getz 1997, Smith and Steward 1999. Therefore, it is important (especially for major events) to deliver one similar event, which can be used as a learning curve (analyzed assets and drawbacks can help to improve the event). In Manchester for example at the 2002 Commonwealth

Games the city hosted couple of similar events (2000 – 2002 the city run the championships in squash, table tennis and cycling) to test various aspects in terms of venue performance. Furthermore in this stage a cost-benefit evaluation must be done properly in order to gain important stakeholder support for the event by evaluating costs versus benefits. Masterman (2004) pinpoints that the following considerations are necessary:

- Who is responsible for the delivery of the objectives (short/long term) and the timings?
 - Which are the required resources (financial, personnel, facilities, equipment, marketing, services, and so forth)
 - Any bidding process criteria and finance required?
 - Are there any event implementation, execution and evaluations requirements and timings?
- Implementation and Planning

This stage is concerned with the strategies that can accomplish the event objectives and future potentials and should have a long-term focus. To make this stage a bit more comprehensible the World Student Games, which were held in 1991 in Sheffield can be used as an example. One of the objectives was to regenerate an urban area where the unemployment rate

was pretty high. The city authority department was set up to attract events and vice versa make use of the new build facilities (Masterman, 2004).

- Evaluations

The evaluation process can be considered, as a meaningful feedback tool to support decisions and it is also required in order to achieve future goals. This is not only important to assist the event during its durability it is furthermore important to help to professionalize the industry (Allen et al. 2002, Getz 1997, Hall 1997). Especially larger sport events will gain from such evaluations because managers who were involved during the event period might not be in charge when it comes to the past reports.

2.8.2. Identified Success Factors beyond the Planning Process Frame

Apart from the event planning process, it can be recognized that some of the reviewed books and articles see the event manager as success factor. Thereby was observed that sport event managers have emerged from backgrounds in marketing, law, human resources and accounting and through their broad knowledge they have the right skills dealing with the different task, which occur in such multitude environment (Masterman, 2004). The literature states at the same time that new event management qualifications from higher education institutions would bring the sport event industry one steps forward, because exactly those skills are demanded.

Based on Gemünden and Lechler (1997), Jha and Iyer (2007), the successful factors can be relied on a group of some factors such as: Good contract strategy, organizational culture, leadership, cooperation and communication, partnership.

2.9. Summary of Previous Literature Review

Through the findings in this chapter, which focused primary on how project success criteria and project success factors are perceived from the perspective of project management and in alliance with the relevant findings in the field of sports event management, a theoretical framework has been developed. The results of this research process have clearly shown that the critical success factors (within and beyond the planning process frame) for international sport events are: Clear objective of the event, clear concept of the event, feasibility of the event, event evaluation.

This previous research seemed to mention only the event planning process that determined the international sport event. Moreover, It stressed some other crucial factors that really compulsory for managing and preparing the successful international sport event. Those are: good contract strategy, organizational culture, leadership, cooperation and communication, and partnership.

Those factors were used to study and discussed a lot in there finding. After reading carefully, the result of study can be able to assume the hypothesis of this thesis is true or not. Moreover, it also can be predicted which hypothesis can be applicable in the context of Cambodia.

2.10. Research Questions

To accomplish this purpose of research, a useful and important question is raised.

RQ1. What are the crucial factors that National Olympic Committee of Cambodia must develop further for the success of hosting the international sport events such as South East Asian Games?

To narrow the question and get better understanding, a few sub questions can be mentioned as following:

RQ1-1. Are there any relations to human resources management to successfully prepare the international sport event?

RQ1-2. How those crucial factors influence on the success of international sport events in Cambodia?

2.11. Hypothesis

Identified the success factors is absolutely important for the success of international sport event such as South-east Asian Games.

2.12. Gap in Literature

Despite all the past studies that emphasized success factors of international sport events, it is still insufficient to successfully conduct in Cambodia. The main gap in this literature is to explore the key factors that National Olympic Committee of Cambodia has to develop further to assure the success of international sport event such as South-east Asian Games.

Chapter 3. Method

3.1. Type of Research

This chapter will guide through the research process by informing the readers about the steps which have been chosen to examine the research gap in a best way. Therefore, the background knowledge from the theoretical framework, which was built up in the previous chapter had been taken into consideration. This is an important fact when applying the chosen research methodology because this approach can have an impact of the final outputs of this study.

The most appropriate method for this thesis is qualitative research by which text mining/ documentation and in-depth interview will be used as a tool to collect the information from the sample selections in the sport organization of National Olympic Committee of Cambodia. The selection of sample size for interview will be 5 people who mainly involve and have a lot of experiences in managing and attending international sport events. In other words, they are head of organizing committee of sport event. The interview will be conducted by either phone call or Skype or email in case for clarification. The duration of interview will be flexible based on their answer.

3.2. Data Collection

3.2.1. Text Mining

Feldman and Sanger (2007), text mining can be broadly defined as a knowledge-intensive process in which a user interacts with a document collection using a bevy of analytical tools. Commonly used features to extract data from documents include characters, words, terms and concepts.

This research is necessary to look at some of the previous study that related to the success factors of international sport event in order to compare and find out the weakness then can improve the literature of the research. Therefore, text mining should be the best way to use to collect, gather through websites, available documents (annual reports, working papers and other public documents) and various media.

3.2.2. In-depth interviews

Actually, there are many forms of interviews as well as other types of qualitative research methods that can be utilized in a study. Semi structure interview will be used to guide the interviewees to answer as we have predicted. Lastly, a face to face encounter “is essential context for an interview which is flexible, interactive and generative and in which meaning and language is explored in depth” (Ritchie & Lewis, 2003). This research

will use social media networking such as Facebook and Viber Application to contact the respondent and collect the data.

Guion, Diehl and McDonald (2011) listed four key features of the in-depth interviews such as Open-ended questions, semi-structured format, seek understanding and interpretation, and recording responses.

Open-ended questions elicit deeper response and steer a respondent's answers away from "yes" or "no". It allows a researcher to ask follow-up questions while the semi-structured format gives the interview a conversational tone. Guion et al also advocated the use of active listening skills when seeking understanding and interpretation, enabling the interviewer to reflect upon the speaker's words throughout the interview. Lastly, both audio recordings and written notes are two widely used methods during the interview.

The first person is **Interviewee A**, deputy of administration department and Secretary General of Triathlon Federation. He has experiences in preparing a lot of sport event for his federation and also involve in NOCC's international sport events.

The second person will be **Interviewee B**, the Games coordinator and Chef De Mission in most of international Games such as Olympic Games, Asian Games and so on. He has a thousand of experiences in

leading the national athletes to attend many other international sport events both locally and internationally.

The third person will be **Interviewee C**, expert advisor of National Olympic Committee of Cambodia. He involves in international sport event held both locally and internationally.

The fourth interviewee will be **Interviewee D**, a secretary general of gymnastics federation also the director of international relation department who has been working in NOCC for several years. Moreover, he has experiences in preparing a lot of sport event.

The fifth person chosen for in-depth interview is **Interviewee E**, Secretary General of National Olympic Committee of Cambodia. He has vast experience in managing the international sport event.

All the respondents are the best selections to conduct the interview purposively. Hopefully, the results will be useful enough to conduct this study and validity of information will be highly accurate and credibility. In other word, the results and answers will not be bias since they all are really active and full of experiences in the international sport events.

To ensure the validity of information, the accuracy, credibility and transferability, both internal and external validity were used as a crucial tool

for this research. Internal validity will include peer debriefing and member check, while purposively sampling will be used as the external validity.

3.2.3. Interview Process

Firstly, all 5 interviewees were called to set the appointment date for interview by phone and low cost fee. 3 of respondents were in Cambodia while 2 other were in USA. After approved and consented with the date, 3 days were used to collect all the data from them. Since all of them are easily access by internet, author used Facebook calling which is really convenient, fast and low cost. Remarkably, recorded was allowed during interview.

Both Khmer and English Language were used since one of the important interviewee who is interviewee C is foreigner who is the expert advisor to NOCC.

To be able to gain a good recording quality apart from disturbing influences, which might have bothered negatively the interaction between interviewer and interviewee, the telephone calls were held in a quiet environment.

3.2.4. Interview Design

The list of questions has divided into three main sections, which cover the finding of this research.

- Define the word success
- Crucial factors that NOCC has to develop further for the success of international sport event
- Distinguish the important factors in Pre Games, During Games and Post Games.

3.3. Data Analysis Tool

3.3.1. Coding

Coding, researchers are looking for distinct concepts and categories in the data, which will form the basic units of your analysis. In this research, interview description and coding will be used as an instrument to interpret data and all data will be categorized and analyzed properly based on the same and differences from the respondents based on the Pre event factors, During event factors and Post event factors.

Chapter 4. Finding

4.1. Result

These results are going to be the evident and answer the research questions and hypothesis as stated in chapter one, introduction. The descriptive approach was used to define the key terminology success and identify the key success factor that National Olympic Committee of Cambodia has to develop further for the success of international sport event such as South East Asian Games. Moreover, it is also used to categories the significant factors of pre, during and post that contribute to the success of international sport event.

To get results, the interview was done in the following order:

- Define the word “Success” in international sport event context
- What factors that NOCC has to develop further for the success of international sport event?
- Categories key success factors for Pre, during and post event.

4.2. Success Defined

“Success means the process of sport event is operated smoothly with fair atmosphere” – Interviewee A

“Success means that all participants (spectators, team officials, and athletes) viewed that it is memorable and satisfied.” – Interviewee B

Interviewee C offered an explanation of the word success that *“it is about achieving your targets (Goal). If you are able to accomplish your goal, you can consider yourself as successful. For example, if Cambodia team sets a target to win only 10 gold medals in the games, then it gets all 10. It is deemed as success.”*

Interviewee D has defined the term success that *“a whole event can be considered as success when all sections can be accessible, technical operated smoothly and the competition followed the international standard.”*

“Success is depended on the host country and participated countries give value to the games. Moreover, he emphasized that success can be achieved when technical preparation is good; the host country pays high attention on safely and well taken care of athletes such as training schedule, time competition since it is really the important for the games. Furthermore, respecting fair play principle, good accommodation, food, respects the religious and custom of participating nations, the good competition atmosphere are also contributed to success.” – Interviewee E

4.3. Success Factors That NOCC Has to Develop Further

As referred to all five interviewees, there are five important factors that National Olympic Committee of Cambodia (NOCC) has to develop further to ensure the success of international sport event. It is shown as following:

Firstly, human resource development seems to be frequently mentioned and focused by most interviewees. It revealed that human resource development includes people as following:

- A well experienced and qualified coach by bringing more technical and coaching courses from International Olympic Committee and Olympic solidarity is really needed to be qualified and train athlete to reach peak performance. So far, NOCC has developed the capacity of the coach to be more qualified and experiences to train athletes by bring more technical coaching course 4 times every year under the relief from Olympic Solidarity.
- Moreover, NOCC lack of volunteers. NOCC should attract and train more volunteers who are the game markers, to actively involved, support and promote sport.

- Experts sport officials and qualified team officials who are able to cope with any matters with ministry, all federations both locally and internationally.
- Athlete preparation is the first priority. NOCC needs to take this into high consideration by supporting the athletes both mentally and physically to enhance their performance to the peak. Moreover, NOCC lacks of athletes to play in others events in sports. It is vital to increase the number of event in sports which means that number of events in sport should be enough and follows international standard. For instance, athletic sport, swimming sport, Cambodia currently doesn't have sufficient athletes to play the event in the international sport event. NOCC has to build up ability of athletes to able to play in any events, so that the chance of increase the medals seem to be more positive.
- There are no sport commissioners except athlete's commission, women commission, while sports for all commissioners, Olympic Value Education Program commissioner do not exist at all. NOCC needs more skilled people to hold and implement that.

Secondly, Partnership and cooperation of NOCC need to broadly enlarge to assure the smooth of financial flow, administration tasks and national federations operated smoothly.

- The success of international sport event will impossibly happen if there is not supported fund. Budget cannot be neglected. It is important that NOCC has to extend its partnership not only with local private sponsors but also international large sponsors since somehow in kind products and budget funded by local ones are insufficient to run the international sport event.
- More importantly, NOCC has to keep maintaining the strong cooperation with the sport authority and national federations, public people, students since they are also the main driving machine and sources contributing the success of international sport event. What is important is that NOCC' plan has to be consistently to national plan of government. For example, now the government has started to build the sky train way in Phnom Penh City which is really helpful and convenient in transportation during the game. Plan has to be matched with government national strategic. It should be noted that NOCC alone cannot deal with that huge multi and complicated tasks.

Even more now the government budget is not enough to develop sport movement to the organizing committee's ambitious.

Therefore, NOCC needs more people to come up with detail plan and convince the government to support more budgets.

- Most of interviewees continue to emphasize that NOCC needs to find the way for a better cooperation with other unskilled partnership such as students, public people, and involved institutions since we all need the spirit of solidarity and willingness to welcome the participating country. If it fails in working and that process, we will confront high risk. What NOCC needs to do is about the combination of all sections into one and work together willingly and solidarity. Therefore, cooperation with strong spirit of solidarity and passionate willingness to provide a great welcome is compulsory.
- Partnership with media is absolutely crucial and stressed by most of interviewees. NOCC need more advertisement (media TV, newspaper, and websites) to promote sport events in whole countries to people, to sponsors to get the communication and support and let people understand the principle NOCC broadly and widely. As a result, after they aware of the important of

hosting the international sport event, people will be ready and prepare themselves to take part in event.

Thirdly, there are two interviewees indicated that NOCC need to strengthen the level transparency between national federations. One interviewee mentioned that NOCC must help the federations equally by not helping the potential to get the medals while less care of less potential federations. Wide spreading the information to all involved partner is really important to get appreciated and respected.

Fourth, leadership in NOCC does not follow the procedures of administration. Leaders of NOCC need to create a clear master plan by establishing a common committees with different sub committees such as marketing, financial, technical, accommodation, security and so on, and all of the them must be expert and well experience and clearly understand their role. For example, with a skill marketing manager, they are able to convince and attract partnership. Moreover, leadership ranking from secretary general to president in federations need to be proactive to come up clear plan and management of their own federations; otherwise, federation itself will freeze.

Last but not least, NOCC should prepare more national games since success of international game will somehow follow the procedure of

national games. That national game will strengthen the ability of organizing committee to figure out the gap and fill up to assure the success of upcoming international sport event so called SEA Games.

4.4. Success Factors In Pre, During and Post Events that NOCC has to develop further for the success of International sport events

4.4.1. Pre Event Success factors

As referred to all five interviewees, it can be indicated that all the five key success factors that NOCC needs to develop further for the success of international sport events such as SEA Games were mentioned by interviewees for the success factors of Pre event. They are: **human resources development** (coaches, athletes by sending them to train overseas, sport officials, and volunteers); one interviewee emphasized that to develop a better athlete, NOCC needs to consider a team preparation by which NOCC needs to know how athletes and coaches are. Coaching programs; especially, high intensive training (long term training) from Olympic Solidarity has to be given to athletes.

Partnership and cooperation both locally and internationally are really needed as explained in success factors. NOCC alone is unable to deal with huge and multi task. What is the most important thing is that NOCC

needs to be fully privileged and approved by Olympic Council of Asia and Royal Government of Cambodia. Again, NOCC must have a good cooperation with sport authority, national sport federations, locally and internationally private sponsors, students, and people.

Level of transparency such sharing information to federations need to better. For example, coaching courses, scholarship program, seminars, meeting need to be widespread information to federations closely and promptly, so that federations will take further actions effectively and efficiently. It was detail explained in success factors.

While **Leadership**, NOCC has to set a clear structure of Games Organizing Committee with special subcommittee, and each subcommittee and department needs to be aware of responsible and master of their own work divisions provided by the main organizing committee, and NOCC needs to create a detail plan so it has less risk.

Moreover, last interviewees emphasized by dividing into general factor and skill factors.

For general factors, NOCC has to do the political to get attraction from people to support the plan also the sport event as a whole in the country. Moreover, NOCC needs to do technical preparation, educate people of hosting event (what are the benefits) to assure that all people view they

all participate in the game. Moreover, social has to in manner and tidy by which people need to participate and get rid of and reduce the criminal and bad thing happens in society such as traffic, drugs, crime. Good environment has also been mentioned.

For Skilled factors, build and reform sport infrastructure has to be taken into implementation to be ready for the host country.

4.4.2. During Events Success Factors

Most of the interviewees come up with the similar ideas. Good coordination and facilitation is the first main factors given by interviewees. They emphasized that NOCC has a role as parents to coordinate between federations and other member countries since most of the federations cannot contact directly. In other word, NOCC has to facilitate every matter that federations face during the event.

Implementation of what NOCC has set is the second main factors during the game to assure the success of the games.

Readiness of athlete including mentally and physically needs to be well treated to ensure that athletes have no disappointed and feeling down during the competition. The coaches play very important role in training both physical and mental conditions during the competition of the athletes.

NOCC has to work closely with the coaches who know the condition both technically and motivation.

Strong spirit to team work is another factor. Good work flow is really essential. NOCC has to think about what should be prepared such as welcoming the all the delegates, ensure there is no work jam, good protocol, accommodation, location (stay, training and competition) need to follow the standard, and need to **liaison officer** as a guiders. Everything section must have a good work process. To achieve that, strong team work with solidarity is required so that it is able to combine the entire workforce. As a consequence, there are less risky.

Security is the most vital factor that all of them emphasized during the event. Our country reputation is given value or not is depend on the good security and protect all participants and let them stay in safe environment.

4.4.3. Post Event Success Factors

It shows that feedback and comments from fans, sponsors, and head of delegates are the most important factors to be considered after the games. NOCC needs to find out the positive and negatives points and analyzed also thoroughly study the weaknesses and improve them for next game. After the

game, NOCC should start immediately to analyze how the athletes and team work has performed. Then, NOCC can evaluate to prepare for the next games.

Furthermore, motivation is another important point after the games to be ready for next games. NOCC needs to manage of how to satisfy the staffs, coaches, athletes who get the medal and don't get the medal of how to motivate them perfectly.

Effectively and efficiently use of sport infrastructure is another important point after the games. NOCC needs to consider carefully of how to transform and use sport infrastructure to be hotel/ condo after using, find more private investors to invest more if the government allows after hosting the games. This can provide a great sustainability of stadium maintenance. Otherwise, all stadiums are going to be white elephants by which there is no use of stadiums. That's a big lost.

Chapter 5. Discussion

5.1. Summary of Finding

The purpose of conducting this research is to explore the key factors that National Olympic Committee of Cambodia has to develop further for the success of international sport event such as South East Asian Games. Again, the result is quiet beneficial not only in the county specific, Cambodia but also other ASEAN who has opportunity to host the regional games such as SEA Games. There are five keys factors that the author able to explore from the interview with the key persons in sport event. Human resources development including athletes, coaches, referee, sport officials, volunteers. Second is about the partnership and cooperation with not only sport authority, national federations, IOC, OS, IFs but also private companies both locally and international to assure the financial flow in Cambodia Olympic movement. Third, it is important to improve and strengthen the level of transparency within the sport organization by sharing the fairly all important information to all involved parties. Fourth, leadership is another key result that was explored from this research. Leadership here mainly refers to the managing within the organization between the leaders and sport official by which interviewee requesting for more properly plan, action, proactive and work follow hierarchy and administration procedure.

Last but not least, it is a new factor that no previous research has mentioned in literature review. Lastly, it is about preparing the national game within every two years. This can build up athletes, coaches, referees and sport official's ability also the capacity of game organizing committee as a whole to figure out the weakness of the game and fill up the game to be ready for hosting international event since it is believed that the international sport event will follow the success of national games.

What is interesting the most is that all the interviewees have categorized the key success factors of Pre event, During and Post event which is thoroughly discussed in the finding. It is absolutely crucial for Cambodia's game organizing committee to aware and prepare in advance.

5.2. Discussion

5.2.1. Success Defined

In the literature review, the success has been defined:

“Success is considered as the consequences or result accomplished through the effective actions and contributed factors (Roche 1994).” On the other hand, Getz (1997) mentioned in the literature review that “success of international sport events are unique combinations of time, setting, management practices and

people's needs. They have well definable parameters by having good fixed deadline, competition rules, numerous stakeholders and environmental aspects, which allow comparison (Haase, 2004)."

Success seems to be perceived differently based on their individual perspective. All the respondents of this research provided the definition of success differently according to their great experiences in attending international sport event. Firstly, success is the process by which event is operated smoothly and fairly; secondly, success is about the fact that all participants including spectators, team official, athletes think that it is memorable event. Moreover, success can be explained that it is about achieving your targets (Goal). If you are able to accomplish your goal, you can consider yourself as successful. Another meaning of success is that that all sections can be accessible. Success in technical smoothly and competition is followed by the international standard and rule. Furthermore, success of host country happens when technical sport preparation is good; pay high attention safely of athletes is the most important (training schedule, time competition) to assure the good atmosphere during competition, Respect fair play principle and respect the religious and custom, good accommodation, and food.

All in all, there is no standardized definition of success as Baccarini (1999), McCoy (1986), Wateridge (1998) and Wells (1998) has stated in the literature. It can be described and measured similarly and differently depended on the context and people's opinion. As referred to data received from all respondents shows that the meaning of success is really broad and defined differently where there is no exact single definition to explain the term success.

However, according to 5 different perceptions toward to the term success, the author enables to explain that success is a wide range combination of all components including time, planning, technical and rules. More importantly, the warm hospitality (accommodation, food, religious) of all athletes, coaches, and team officials are highly considered and well taken care of.

In Cambodia past context, there was a far distance to achieve the word success since Cambodia itself remain insufficiently having the all the elements mentioned above and it has never tasted in hosting international sport event since 1961. However, currently, there is a great development movement since sport has been highly paid attention not only by government, Ministry of Education Youth and Sport, National Olympic

Committee of Cambodia and national federations but also internationally such as International Olympic Committee, Olympic Solidarity and other international federations. Therefore, later or sooner, a great success will exist truly in Cambodia as it is given a chance to host the Southeast Asian Games in 2023. By having these, the main organizing committee will set up a clear time management, planning, rule, technical and well hospitality to all involved countries which contribute to the great success

Table 2. Summary of Success Defined

<i>Interviewees</i>	<i>Finding</i>
(all 5 interviewees)	It is a combination of all components including time, planning, technical and rules. More importantly the warm hospitality (accommodation, food, religious) of all athletes, coaches, and team officials are highly considered and well taken care of.

5.2.2. Success factors that NOCC has to develop further

5.2.2.1. Human Resource Developments

In the context of Cambodia, human resources development plays a key role to ensure the success of international sport event. Countries that sport is underdeveloped, it is a right decision to invest of development of human resources. Development of human capital is really hard even though countries have a large amount of budget since it is consumed time, commitment and passion. Unlike, building the sport infrastructures, they are

easy to build when the money is there. Cambodia specifically, a high qualified and experiences coach, more elite athletes, young talented sport officials who deal with administrative task, volunteers, has to be well developed to be proudly represent the nation in both regional, continental and world stage. As had mentioned in the literature review, management of human resources; problem solving; are also key factors of success for organization (Waeffler and Pfister 2008). Likewise, that key success factors are not different from sport organization. It is important to take into high consider and implementation especially countries where sport is behind development.

Table 3. Summary of Human Resources Development Factor

<p><i>Human Resources Development</i></p>	<ul style="list-style-type: none"> - A well experienced and qualified coaches need to be developed by bringing more technical and coaching courses from IOC and OS to athletes to reach peak performance (increase more than 4 times/ year) - NOCC lacks of volunteer. NOCC should attract and train more volunteers, game marker, to actively involved, support and promote sport. - Experts sport official and qualified team officials who are able to cope with any matters with ministry, all federations both locally and internationally - Athlete preparation to get more elite athlete or performance to reach the peaks. Moreover, NOCC lacks of athletes to play in others events in sports. - NOCC needs more sport commissioners such as Sport For All, Olympic Value Education Program Commissioner.
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5.2.2.2. Partnership and cooperation

Cooperation and partnership is backbone to ensure the smooth progress of Olympic movement which is performed by the NOCC and national federations. Does not only in Cambodia but in every sport organizations cooperation and partnership is one of the compulsory factors required to have fast development. It is essential that NOCC must have a strong cooperation with locally not only sport authority, national federations, and volunteers or internationally such as IOC, OCA, IFs, OS but also mainly a firm cooperation and communication by having a good delegation of work within the sport organization itself among the sport officials since they are the main driving workforce to create plan, implement plan and push the work done. There is a supported principal so called a “principal agency relationship” raised by Bergen, Dutta, Walker, (1992). It was perceived to be important that the project owner (principal) should empower the project manager (agent) by delegating some decision making authority and strives so to have a cooperative working relationship. Moreover, there is a further mention in the literature review that Wateridge’s findings Müller (2003) identified three more conditions, which are relevant for project success. The investigation in the area communication structure has identified that projects

must be perceived as a temporary organization (Turner & Müller, 2003)

where people should work together as best as they can.

Table 4. Summary of Partnership and Cooperation Factor

<p>Partnership and Cooperation</p>	<ul style="list-style-type: none"> - NOCC has to enlarge its partnership not only with local private sponsors but also international large sponsors since somehow in kind products and budget funded by local ones are insufficient to run the international sport event. - NOCC has to maintain the strong cooperation with the sport authority and national federations, public people, students since they are also the main driving forces contributing the success of international sport event. - Most of interviewees continue to emphasize that NOCC needs to find the way for a better cooperation with other unskilled partnership such as students, public people, and involved institutions since we all need the spirit of solidarity and willingness to welcome the participating country. If it fails in working and that process, we will confront high risk. What NOCC needs to do is about the combination of all sections into one and work together willingly and solidarity. - Partnership with media is absolutely crucial. NOCC need more advertisement (media TV, newspaper, and websites) to promote sport events in whole countries to people, to sponsors to get the communication and support and let people understand the principle NOCC broadly and widely.
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5.2.2.3. Level of Transparency

In the previous literature review, Jha and Iyer (2007) has emphasized some of the key factors for an organization such as monitoring and feedback; favorable working conditions; commitment of all project participants; owners' competence; interaction between project participants; good coordination among project participants; availability of trained resources; regular budget update. There is a quoted stated by Jeffrey Hollender that “if you are not scared by what you’re revealing, than you’re not being

transparent enough.” Jeffrey Hollender revealed that increased revenue, problem solving, employee commitment & innovation and consumer trust are the benefit getting from being transparent in company.

Likewise, in sport organization, there are some similar factors. In this study, some key respondents has indicated that NOCC has to strengthen the level of transparency by disseminating the important information fairly and widely to all involved partners such as sponsors, national federations and public. All information should not be hidden. The information shall be regularly updated such as minute of executive meeting, financial report, Olympic solidarity program such as coaching course and scholarship. They should be shared transparently since it is going to be very crucial tool to keep trust from partners. Not only partnership but also officials in sport organization itself demand transparent, information clear, fair, then fast development and full support from national federations will happen satisfied and remarkably.

Table 5. Summary of Level Transparency Factor

<p>Level of Transparency</p>	<p>It is vital for NOCC to strengthen the level transparency between all national federations. NOCC must help the federations equally by not helping the potential to get the medals while less care of less potential federations. Wide spreading the important information such as financial report, executive minutes to all involved partners is really important to get appreciated and respected.</p>
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5.2.2.4. Leadership

Gemünden and Lechler (1997) mentioned top management, top management support, project leader and project team are the key success factors of organization in their literature review. It is absolutely obvious that NOCC needs to have a great leader and manager to guide the plan and achieve the target. Currently, leadership in NOCC seems to have wider gap to fulfill. For example, NOCC needs to follow the procedures of administration. Leaders of NOCC needs to create a clear master plan by establishing a common committees with different sub committees such as marketing, financial, technical, accommodation, security and so on, and all of the them must be expert and well experience and clearly understand their role.

Table 6. Summary of Leadership Factor

Leadership	<ul style="list-style-type: none">- Leadership in NOCC needs to follow the procedures of administration. Leaders of NOCC need to create a clear master plan by establishing a common committees with different sub committees such as marketing, financial, technical, accommodation, security and so on, and all of the them must be expert and well experience and clearly understand their role.- Leadership ranking from Secretary General to President in all federations need to proactive to come up clear plan and management of their own federations; otherwise, federation itself will freeze.
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5.2.2.5. Prepare National Games

Hosting and preparing more sport games are the key success factors for every country before ready for hosting larger scale of sport events. It is better to taste the smaller one to know how delicious or bitter it is before tasting the bigger one. Similarly to Cambodia, it is really crucial component to conduct the national games or more international sport events as mentioned by majority of key respondents. It is believed that the procedure of conducting national games is similar to organizing international sport events. Moreover, national game will strengthen the ability of games organizing committee to figure out the gap and fill up to ensure the success of upcoming international sport event so called South East Asian Games. Conducting in advance in every two years, it will give the organizing committees confident and view positively to achieve the target of hosting international event. At the same, coaches and athlete's performance will be improved accordingly through more competition of national games.

Table 7. Summary of Preparing National Game

Prepare National Game	<ul style="list-style-type: none">- Success of international game will somehow follow the procedure of national games.- Doing more national game will strengthen the ability of organizing committee to figure out the gap and fill up to assure the success of upcoming international sport event so called SEA Games.
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5.2.2. Success Factors In Pre, During and Post Events that NOCC has to develop further for the success of International sport events

- Pre Event Success factors

All the factors mentioned are really practice rather than theoretical. The indicators to identify the success of international sport event in the pre event are specifically involved to the five key factors as discussed in the finding and mentioning in some literature review. They are: human resources development, partnership and cooperation, improve the level of transparency, leadership and prepare more national games.

In addition to that doing political to attract people to support the sport events as a whole in the country, educate people of hosting event what are the benefits they will receive to ensure that all people view they all participate in the game, preparing a better and safe social by which people need to participate and get rid of and reduce the criminal and bad thing happens in society such as traffic, drugs, crime.

Technical preparation and good environment has also been mentioned. Most importantly, for skilled factors as mentioned by interviews and also consented by the author is about building and reforming sport

infrastructures to be ready for the host country. These are some of the factors that NOCC also others have to think about although it is not detail. They are useful and helpful.

- During Events Success Factors

Security is the main emphasized factor by the interviewee as a country hosting the international sport event success or not is depended on how of the owner take a good care of all participants including athletes, coach, team officials, head of delegates and spectator. They are the lifeblood of games. They should be able to enjoy the festive atmosphere and celebration of the games without any concerns about their safety.

In alliance with the previous literature review, security factor is important in order to create a positive game environment (F. Reidy, personal communication, September 10, 2009). For example, with the unknown uncertainty of terrorist actions and unruly or violent fan behavior what has become a growing concern in the United States to retain and ensure a risk free environment at our sporting venues (Hall, Marciani, & Cooper, 2008). Furthermore, major national sporting events constitute potential terrorist targets which have become a major concern and create undue stress for many sports fans, franchise owners, and facility managers (Hall, 2008). For

these reasons, a sport specific risk assessment model had been developed while conducting research through a Homeland Security grant.

Moreover, great facilitation during the games, implementation what we have set up, readiness and strong spirit of team work, solidarity of team work are the key success factors for the international sport events. The author totally consented with all these crucial factors since each of the factors has a great magnitude for the success.

- Post Event Success Factors:

Feedback and comments from fans, sponsors, and head of delegates are the most important factors to be considered after the games to find out the positive and negatives points and analyzed also thoroughly study the weaknesses and improve them for next game. After the game, NOCC should start immediately to analyze how the athletes and team work has performed. Then, NOCC can evaluate to prepare for the next games. As in the literature has explained that the evaluation process can be considered, as a meaningful feedback tool to support decisions and it is also required in order to achieve future goals. This is not only important to assist the event during its durability it is furthermore important to help to professionalize the industry (Allen et al. 2002, Getz 1997, Hall 1997).

Furthermore, motivation is the compulsory factor that NOCC has to highly consider to effectively maintain the elite athlete, coach, sport official to be ready for the next games. NOCC needs to manage of how to satisfy the staffs, coaches, athletes who get the medal and don't get the medal of how to motivate them perfectly.

Effectively and efficiently use of sport infrastructure is another important point after the games. NOCC needs to consider carefully of how to transform and use sport infrastructure to be hotel/ condo after using, find more private investors to invest more if the government allows after hosting the games. This can provide a great sustainability of stadium maintenance. Otherwise, all stadiums are going to be white elephants by which there is no use of stadiums. That's a big lost.

It should be noted that all the point in 5.4 discussion about the key success factor in Pre, During and Post are really more practically rather than theoretically, so it is hard for author to find literature review to support the ideas. However, the result and discussion are quite important and useful in ensuring the success of international sport events in Cambodia. All the pointed listed will be implemented and inserted in the master plan of SEA Game 2023 where Cambodia is going to host. Interestingly, it is not only

going use in country specific Cambodia but also other ASEAN nations where SEA Game is going to host. More usefully, other international sport event can also follow some of the key factors since as mentioned earlier there is no totally different between smaller game and larger games. The procedure and preparing might be used interchangeably.

5.3. Theoretical and Practical Implications

The result of this study will have direct implication to Cambodia as the host of South East Asian Games 2023 and further international sport multi event organizing committees around the world in terms of success factors of the Games.

For the scholars, this research not only will contribute in the knowledge of comparing the success of international sport events held different context, culture, location and time but also suggesting that the successful of international multi-sport event will determine image or reputation of the host in economic growth, and sport development.

For practitioners, the result will be applicable to use for countries to prepare international sport event such as SEA Games and specifically can be perfectly applied in hosting sport events in Cambodia not only SEA Games 2023 but also other international sport events.

5.4. Limitations

Due to the constraints of time, financial resources and geographical situation of the interview partners the data collection process was conducted over application call Facebook and Viber calling interviews which is really popular and keep official networking and communicating. The weakness in this technique is that reaction from the interviewee could not be observed through a face-to-face interview the relation between both interview partners could have been enhanced. Moreover, sometime the Internet was distracted causing the voices unclear and lost some information.

The scope of this research seems to be narrow since only 6 interviewees were selected to get the data. However, the author could access only 5 respondents since another last respondent has no time and willing to share information. Moreover, this study is to explore the factor of success of international sport event; therefore, there is no clear measurement of how much each factor influences to the success international sport event. Beside these, this study studies only from NOCC perspective only.

According to methodology, the author is required to record the voice answers. It is a bit hard to persuade to let the author record their voice.

5.5. Future Research Recommendations

This research mainly is focused on exploring the key success factors (factors develop further, Pre, During and Post success event) that one sport organization has to develop further for the success of international sport event such as South East Asian Games. Next researchers will be better to emphasize on one key factor that influences the success of international sport event so that it will be much more convenient to keep focus on the right track and avoid the overlapping research with the previous researcher. For example, how human resource development influences on the success of international sport event. Then research will precisely focus on the information in case information is available. Moreover, next researcher would study from different perspective such as fans, athletes, and coaches.

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4. Can success factors be divided in terms of pre, during, and post event?

៥. តើលោកគិតថា រចនាសម្ព័ន្ធស្ទុះរៀតដែលគណៈកម្មាធិ រជាតិ អូឡាំពិកកម្ពុជា គួរតែពង្រឹងបន្ថែម ? គួរនៅក្នុងដំណាក់ រណា?

5. What do you think about the organization (NOCC)'s structure? Do you think NOCC needs to strengthen?

Appendix B. Interviewee's List

<i>Interviewees</i>	<i>Organization</i>	<i>Date of Interview</i>	<i>Duration of Interview</i>
A	NOCC	2015.Oct 27	32 mins
B	NOCC	2015.Oct 27	14mins
C	NOCC	2015.Oct 28	19 mins
D	NOCC	2015.Oct 28	17 mins
E	NOCC	2015.Oct 28	22 mins

Appendix C. Interviewee Description

1. (Interviewee A)

I. Success Defined:

(Interviewee A) clearly defined the word success that Success means the process of event is operated smoothly with fair atmosphere.

II. Success factors:

As referred to this interviewee, there are some factors that National Olympic Committee (NOCC) has to develop further to assure the success of international sport event. Firstly, NOCC need to develop more human resource so called well experienced and qualified coach by bringing more technical and coaching courses from International Olympic Committee. Secondly, NOCC needs to enlarge partnership also cooperation with more private sponsorship to help federation operated smoothly. Thirdly, NOCC need to strengthen transparency between national federations. It simply means that NOCC must help the federations equally by not helping the potential to get the medals while less care of less potential federations. Lastly, leadership in NOCC needs to follow the procedures of administration.

III. Pre, During and Post Success factors

- Pre Event :
 - NOCC needs to grab clear information and share information to federations. For example, coaching courses need to be widespread information to federation closely and promptly, so that federation will take further action effectively and efficiently.

- Likewise to the above answer, NOCC has to find more fund, sponsors and partner to bring more courses to train both coach and athletes and send athletes to train oversea.
- During Event:
 - NOCC has a role as parents to coordinate between federations and other member countries since most of the federation cannot contact directly. In other word, NOCC has to facilitate every matter that federation faces during the event.
- Post Event:
 - NOCC needs to manage of how to satisfy the athlete who get the medal and don't get the medal (how to motivate them perfectly)
 - NOCC needs to consider carefully of how to use sport infrastructure to be hotel/ condo after using , find more investor to invest more if the government allows after hosting the games

2. (Interviewee B),

I. Success Defined:

(Interviewee B) provided the meaning of the word success that all participants (spectators, team official, athletes) viewed that it is memorable and satisfied.

II. Success Factors:

(Interviewee B) provided some key factors as following:

NOCC should prepare more national games since success of international game will somehow follow the procedure of national games. It is only different of how sport organizations use the human resources. Secondly, NOCC must increase the number of Sports which means that number of events in sport should be enough and follows standard to international. For instance, athletic sport, Cambodia currently doesn't have sufficient event to compete in the international sport event. So assure the success, NOCC has to build up ability of athlete to able to play in any events. Thirdly, NOCC needs to attract more volunteer who is the game marker and needs more experts and qualified team official who are able to cope with any matters.

III. Pre, During and Post Success factors

(Interviewee B) has categorized the factors as below:

- **Pre Event:**
 - NOCC has to Set a clear structure of Organizing Committee of the Game with special subcommittee
 - Moreover, each subcommittee and department needs to be aware, responsible and master of their own work Divisions provided by the main organizing committee.
 - Qualify human resources in Organizing committee are compulsory needed.
- **During Event:**
 - NOCC needs to be actively implement on what we have set
- **Post Event:**

- Need to find out the positive and negatives points and analyzed
- Study the weaknesses and improve them for next game
- Feedback from fans, sponsors are really important.

3. (Interviewee C),

I. Success Defined:

(Interviewee C) offered an explanation of the word success that it is about achieving your targets (Goal). If you are able to accomplish your goal, you can consider yourself as successful. For example, if Cambodia team set a target to win only 10 gold medals in the games, then it gets all 10. It is deemed as success.

II. Success Factors:

To assure the success in the international sport event, NOCC has to consider the following factors:

Athlete preparation is the first priority before the event start. NOCC needs to take this into high consideration this by supporting the athletes both mentally and physically more to enhance their performance. Secondly, NOCC needs to develop the capacity of the coach to be well qualified and experiences to train athletes by bring more technical coaching course 4 times every year.

Interestingly, success of international sport event, NOCC has to cope with and support more federations since federation is the sources to produce good athletes.

Beside, as referred to (Interviewee C), NOCC is insufficiently of human resource (coach and team officials), and NOCC has to assure the level the transparency; enlarge the partnership with federation and sponsor and Leadership (people in federation is inactive)

III. Pre, During and Post Success factors

(Interviewee C) has distinguished the key factors as following:

- Pre Event:
 - NOCC needs to consider a team preparation (athletes / how good the coach are) coaching programs.
 - High intensively training (long term training) from Olympic Solidarity has to be given to athletes. For example, now Cambodia has received 5 scholarships to train 18 months in different countries.
- During:
 - NOCC has to focus on mental preparation and readiness of athlete during the competition
 - The coach play very important role in training both physical and mental conditions during the competition of the athletes. NOCC has to work closely with the coach who know the condition both technically and motivation.
- Post Event:
 - After the game immediately, NOCC should start immediately after the game, have to sit down and analyzed how we perform. Then evaluate to prepare for the next games.

4. (Interviewee D),

I. Success Defined:

(Interviewee D) has defined the term success that a whole event can be considered as success when all sections can be accessible, technical operated smoothly and the competition followed the international standard.

II. Success Factors:

(Interviewee D) has provided precisely factors as following:

Firstly, NOCC need to create a clear master plan by establishing a common committees with different sub committees such as marketing, financial, technical, accommodation, security and so on, and all of the them must be expert and well experience and clearly understand their role. For example, with a skill marketing manager, they are able to convince and attract partnership.

NOCC has to find the volunteer by seeking more cooperation with university to get the right volunteer with language skill and knowledge.

NOCC need more advertisement (media TV, newspaper, websites) to promote sport and event as a whole to people, to partnership to get the communication and let people understand the principle of government also NOCC; as a result, people prepare themselves to take part in event after they know the important of hosting the event.

III. Pre, During and Post Success factors

(Interviewee D) has differentiated the key factors as below:

- Pre Event:
 - The most important factor is that NOCC need to be fully privileged and approved by Olympic Council of Asia and Royal Government of Cambodia.
- During Event:
 - Think about what should be prepared such as welcoming the all the delegate / no work jam, protocol, accommodation, location (stay, training and competition) need to follow the standard, Need to **liaison officer** (Guide).
 - The most vital factor (Interviewee D) emphasized on is about the Security since most of the participating countries give value on this.
- Post Event:
 - Comments from member state, CDM meeting feedback

5. (Interviewee E),

I. Success Defined:

(Interviewee E) has provided a clear explanation the word success that it is depended on the host country and participate countries give value to the game. Moreover, he emphasized that success can be achieved when technical sport is good; the host country pays high attention on safely and well taken care of athletes such as training schedule, time competition since it is really the important for the games. Moreover, respecting fair play principle, good accommodation, food, respect the religious and custom of participating nations, the competition atmosphere is good are also contributed to success.

II. Success Factors:

NOCC is in planning yet implementation. However, NOCC has already discussed with expert and combine all important components in the plan.

One factor that NOCC need to develop more is about cooperating with Ministry of Education Youth and Sport which is the main sport authority, National Federations, Phnom Penh Municipal court, public and students since NOCC alone cannot deal with that huge tasks.

Moreover, NOCC needs to find the way for a better cooperation with other unskilled partnership since we all need the spirit of solidarity and willingness to welcome the participating country. If we fail in working and that process, we will confront high risk. What we need to do is about the combination of all sections into one and work together willingly and solidarity.

(Interviewee E) also emphasized that NOCC' plan has to be consistently to national plan. For example, now the government has started to build the sky train way which is really helpful and convenient in transportation when the game comes.

Another important factor that (Interviewee E) concern is about human resources so called no commissioner except athletes commission, women commission, technical staff and athletes, since building athletes' ability need long term and hard to achieve.

Government budget now cannot develop sport movement to our ambitious.

III. Pre, During and Post Success factors

(Interviewee E) has categories the key factor as following:

- Pre Event:
- General Factors:
 - NOCC need to create a detail plan so it has less risk
 - Do the Political to get attraction from people to support the plan also the sport event as a whole.
 - NOCC need to do technical preparation
 - Education people of hosting event (what are the benefits) to assure that all people need to view they all participate in the game
 - Social (people need to participate and get rid of and reduce the criminal and bad thing happens in society such as traffic, drug , crime and so on)
 - Environment need to be better
- Skill factors :
 - Build Sport infrastructure
 - Focus up Human Resource development (cooperation with expert and oversea)
- During Event:
 - It is about to combine the entire workforce (work together with all sections)
- Post Event:

- Study the weakness and strength then need to evaluate clearly to be ready for hosting next games

Appendix D. Table Summary of Transcription

<i>Interviewee</i>	<i>Success Defined</i>	<i>Success Factors NOCC needs to develop further</i>	<i>Success Factors of In't Sport Event</i>		
			<i>Pre</i>	<i>During</i>	<i>Post</i>
A	Is the process of event is operated smoothly with fair	+ Bring more coaching courses to develop more Human resources (coach and athletes) + more cooperation with private companies to help federations + need to transparently help the federations by not helping only the potential to get the medals while less care of less potential federations + Leadership needs to	NOCC need to grab clear information and share information to federation s for example: coaching course, need to widespread information to federation closely, + Find more fund, sponsors and partner to bring more course to train both coach and athletes + Send	+ a role as a parents to coordinate between federations and other member countries (since most of the federation cant contact directly) facilitate every matter that federation faces during the event	+ need to manage of how to satisfy the athlete who get the medal and don't get the medal (how to motivate them perfectly) + need to consider carefully of how to use sport infrastructure to be hotel/ condo after using , find more investor to invest more if the government allow

		follow the procedures (Hierarchy) of administration.	athletes to train oversee		
<i>B</i>	+ all participants (spectators, team official, athletes) think that it is memorable	Prepare to national games – if it is success, it can be compared to international event. It is only different of how to use the HR + Increase number of Sports (number of events in sport should be enough / standard to international) + Games Maker (Volunteer) involved + Need expert team official (HR) rather than	+ Set a clear structure of OG (special committee) + Clear Structure / Work Divisions	Implement on what we have set	+ Need to find out the positive and negatives points + Study the weakness and improve it for next game + Feedback from fans, sponsors

		coach (technical)			
C	+ is achieving your targets (Goal) If you are able to accomplish your goal, u can consider yourself as successful	+ athlete Preparation + improve the ability of coach and qualified to train the athlete + fund to support federation since every success has to do with the federation + improve the HR (coach , team official , Athletes) , assure the level of transparency, be more active (leadership from federation) , enlarge the partnership .	+ Team preparation (athletes / how good are the coach) + High intensivel y training	+ Mental preparation , Focus (how mentally prepare the athletes) + Physical and mental conditions during the competition (this is how the role of coach is really important + Readiness	+ After the game immediatel y, we should start immediatel y after the game, have to sit down and analyzed how we perform. Then evaluate to prepare for the next games. + Start another preparation
D	+ all sections can be accessible Success in	+ develop a clear master plan and clear	+ need totally support from	+ Think about the welcoming the all the	+ Comments from member

	technical (smooth) or competition followed by the international standard.	task division of commission such as marketing, financial.. + develop more qualified human resources (qualified official) + more advertising + more partnership with sport authority	government and OCA + NOCC need to explain detail plan to government and OCA	delegate / no work jam + Required security + Protocol , Accommodation + Location (stay , training and competition) need to follow the standard + Need to LO	state, CDM meeting feedback + High percentage to evaluate on the management of organizing committee.
E	+ Technical sport is good; pay high attention safely of athletes is the important (training schedule, time competition) + Respect fair play principle +Accommodation, food, +respect the religious and custom Security >>> assure the competition atmosphere is good	+ Only one actors need to cooperate with MOEYS,N F , Municipal court Phnom Penh , public people , students . + We need to find the way have better cooperation with other unskilled partnership	+ Plan detail >>> less risk + do political to attract people , let them view that this games is belonging to them + educate them to feel a sense of belonging + Technical preparation	+ Combine the entire workforce (work together with all sections)	+Weakness and strength need to evaluate clearly + Need to be readiness to host next games + Need Solidarity (diversity / different understanding)

		<p>>>>> need solidarity and willingness to welcome the participating country. if not smooth in working and process , high risk</p> <p>+ Human Resources (technical / athletes), building athletes' ability is long term and hard to get.</p> <p>+ Prepare more sports event to attract the elite athletes</p> <p>+ Government budget can't develop sport to our ambitious</p> <p>+ HR is NOCC is not good (no</p>	<p>+ assure the better environment in social (no crime, no traffic , no drug)</p> <p>+ Skill:</p> <p>+ Sport infrastructure and so on</p> <p>+ HR development (cooperation with expert and oversea)</p>		
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		commission s at all)			
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국문 초록

국제 스포츠 이벤트의 성공에 영향을 미치는 요인 분석

: 캄보디아 올림픽 위원회의 관점을 중심으로

Som Ath May

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1966년 캄보디아는 15개 국가들이 참여한 가네포(신흥 세력의 경기회)를 유치하면서 국제스포츠대회 운영을 경험한바 있다 (Russell Field, 2011).

최근 들어, 캄보디아에서 또 다시 국제스포츠대회 (예: 국제 마라톤, 국제 하프 마라톤 등)들이 치러지고 있고, 세계 각국에서 참여하고 있다. 또한, 캄보디아 정부와 아시아 올림픽 위원회의 지지 속에서 11개 동남아 국가들이 참여하는 동남아시아 경기 대회 유치에 성공함에 따라 2023년 또 하나의 국제대회가 캄보디아에서 치러질

예정이다. 캄보디아 올림픽 위원회는 정부의 승인을 받아 대회를 준비하고 있다. 선행연구들에 따르면 국제스포츠대회는 관람객이 많고 이해관계자들이 많기 때문에 대회를 준비하고 운영하는데 있어 어려움이 많다 (Zaman, 2005). 따라서, 대회 조직 위원회는 대회 이해관계자들 즉, 국제스포츠기구, 스폰서, 관람객들의 욕구를 충족시킬 수 있도록 대회 준비를 철저히 해야 할 것이다.

그렇다면 캄보디아 올림픽 위원회는 성공적인 개최를 위하여 무엇을 해야 하는가? 또한, 대회 유치 성공여부를 확인하기 위해 어떠한 요인들을 측정해야 하는가? 따라서 본 연구에서는 캄보디아 올림픽 위원회의 성공적인 대회 개최를 위하여 어떠한 요인들을 준비해야 하는지 확인하고자 한다.

본 연구의 목적은 어떠한 요인들이 캄보디아 올림픽 위원회, 나아가 동남아시아 경기 대회가 성공적으로 치러지는데 영향을 미치는지를 확인하고자 하였다. 단, 본 연구의 결과의 일반화는 다소 어려움이 있을 수 있는데 그 이유는 각 국가 및 대륙, 인종 및 문화 등에 따라 성공요인이 다르게 나타날 수 있다는 국제스포츠대회의 특성이 있기 때문이다.

주요어: 성공요인, 국제스포츠대회

학 번: 2014-25188