

# MANAGEMENT OF TRAIL RACES IN CATALONIA



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## INTRODUCTION

In recent years, the presence of trail races in Catalonia has increased exponentially. In the last 5 years, this type of race has tripled reaching a total of 447 in 2015 (Ropits Social Running, 2016). This augment is aggravated by the lack of a clear regulation and order of trail races (Seguí Urbaneja, Inglés Yuba, Labrador Roca, & Farías Torbidoni, 2016).

Consequently, a better knowledge of the characteristics of these events is required in order to regulate and improve their management.

### Research question

What are the characteristics of trail races in relation to their management?

### Objectives

To **describe**, **classify** and **compare** the management of trail races.

## THEORETICAL PERSPECTIVE

### Theoretical approaches

**Resource-based theory**

Barney (1991)

**Structural contingency theory**

Donaldson (2001) Hannan & Freeman (1977)

**Theory of organisational ecology**

### Dimensions of analysis of planned events

Design	Risk management
Organisational culture	Human resources
Organisational behaviour	Financial management
Inter-organisational behaviour	Marketing and communications
Planning	Evaluation and information systems
Operations and logistics	Effects over sustainable development

Getz (2012)

## METHODOLOGY

### Mixed method

Descriptive, exploratory and transversal research  
 Trail races in Catalonia in 2015



**Demoscopic interviews**  
 Event management

**Structured questionnaire**  
 57 questions  
 (coded and uncoded)

**166 races in Barcelona and Girona provinces**  
 (5,2% margin of error  
 95% level of confidence)

**Statistical analysis**  
 SPSS® v.23



**In-depth interviews**  
 Event managers

**Interview guide**  
 (structured and open)

**8 races**  
 (2 of each cluster)

**Content analysis**  
 TAMS Analyzer © v.4.48b7

## RESULTS

### Description

#### Design

1 or 2 circular circuits; < 30 km; ↑ trails; small towns

#### Organisational culture

Sportive and social interest > Economic

#### Organisational and inter-organisational behaviour

Organising entities: NPO > town hall > For-profit Org.  
 Relations: Local > Regional > Provincial > Catalan

#### Planning

± rational; mostly of actions done during the last month

#### Operations and logistics

Management of trails, participants and communications

#### Risk management

Especially when it affects to participants

#### Human resources

97.0% have voluntary workforce and 15,1% have paid someone

#### Financial management

Budget < 10000 €; Ticket revenue;  
 Final balances ± 3000 € (+ -)

#### Marketing and communications

Social networks and virtual channels

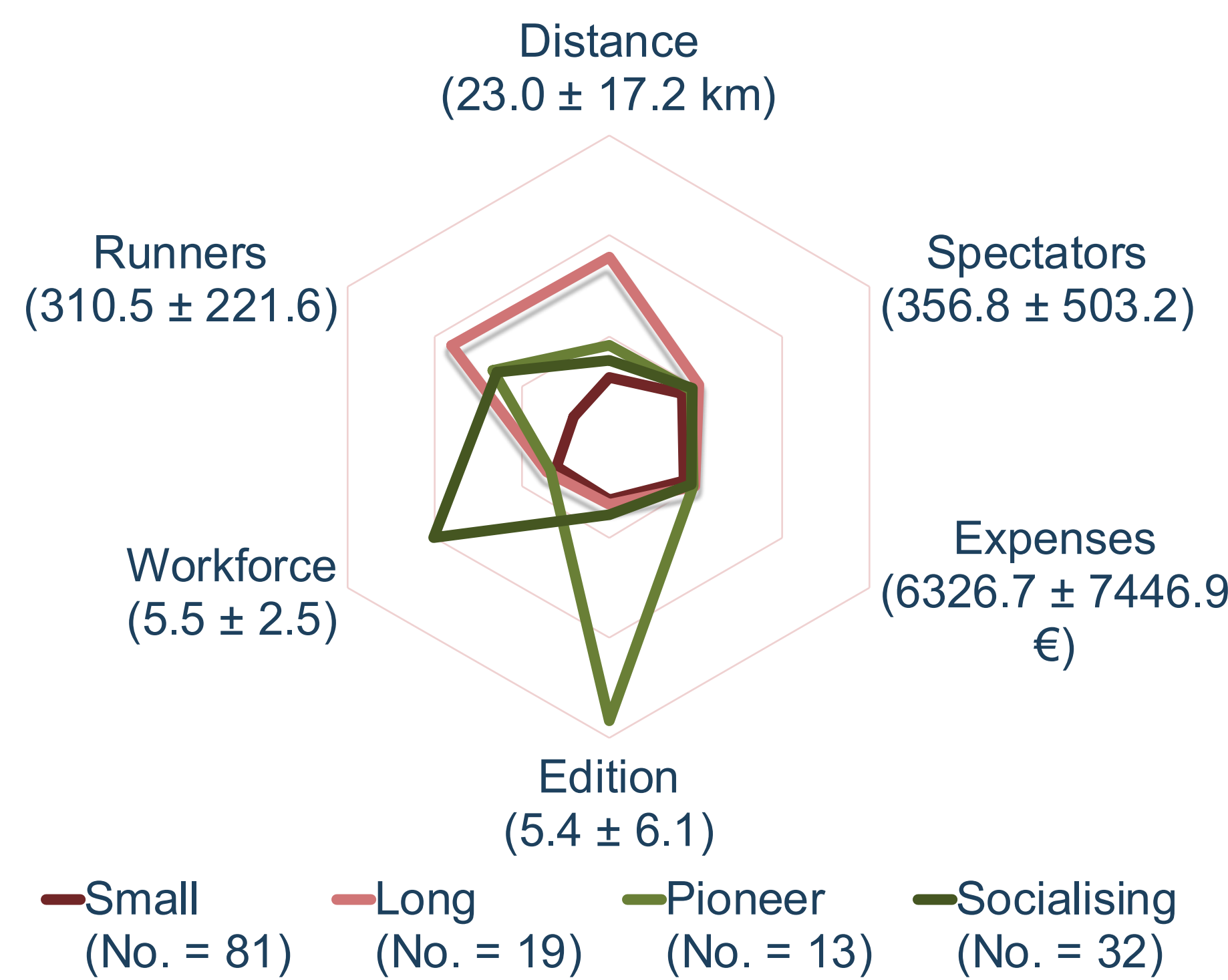
#### Evaluation and information systems

Lack of evaluation systems

#### Effects over sustainable development

Positive effects to the territory (social opportunities, economic injection and ecological care)

### Classification



### Comparison

	Little (I)	Long (II)	Pioneer (III)	Social. (IV)	Sig. diff.
	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	
No. Circuits	1.46 (0.53)	2.58 (0.84)	1.85 (0.56)	1.69 (0.59)	II>I, III, IV.
Distance (km)	15.10 (8.03)	27.85 (15.16)	22.38 (19.42)	17.63 (9.15)	I<II, III; IV<II.
No. Services	2.54 (1.30)	3.79 (1.23)	2.46 (1.33)	3.81 (1.23)	I<II, IV; III<II, IV.
Economic goals (0/7)	1.89 (0.21)	3.06 (0.55)	1.31 (0.24)	1.53 (0.21)	II>III, IV.
No. relations public entities	2.15 (1.44)	2.74 (2.16)	3.00 (2.71)	2.63 (1.56)	-
No. relations private entities	9.51 (10.29)	14.42 (12.31)	11.54 (8.41)	15.69 (11.65)	I<IV.
No. volunteers	36.04 (25.35)	72.61 (53.52)	68.08 (43.70)	89.23 (63.11)	I<II, IV.
Budget (€)	3111.66 (3135.41)	12923.68 (10292.94)	13005.08 (18347.87)	9387.98 (7639.03)	I<II, III, IV.
Participants satisfaction (0/10)	8.14 (0.88)	8.03 (0.68)	8.23 (1.18)	8.35 (0.97)	-

## DISCUSSION

The analysis of the dimensions of Getz (2012) has allowed us to observe that the **strategies used** by organizations are **multiple and diverse**, thus offering **races of different characteristics**.

It is observed that the factors that determine the classification of trail races are the **magnitude**, the degree of **socialization** and the **age** of them.

## CONCLUSIONS

The study presented has allowed us to **describe, classify and compare** the management of races, which helps to understand the particularities and needs of each event.

In addition, the most widespread practices and characteristics of each type of races are identified, which favours the **understanding of the needs** of each typology, and suggests the **forms of management and organizational structures** that best **adapt**.

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