

## **The Management of Volunteers in Major Events: a case Study of the Turin 2006 Winter Olympics**

Increasingly the majority of large international sport events call upon volunteers. Thus, in the staging of the XX Winter Olympics 2006 in Turin, the Organising Committee (TOROC) employed people with very varied and complementary profiles and status. On the whole, more than 20,000 people came under the supervisory control of TOROC, including 91% of the Games volunteers. The committee had to manage volunteer human resources under the “volunteer programme” to organise the Games in an optimal fashion. This programme was conceived and implemented by applying the principles of project and human resource management, but additionally, from the marketing point of view, the organization adopted a “market” focus aimed at recruiting and making volunteers loyal at local, national and international level. This functional strategy did not fulfil the expectations of primary stakeholders related to the locale (i.e. local authorities, and local institutions). This presentation, which analyses the Turin Winter Olympic Games experience, illustrates why the volunteer programme must constitute a collaborative project between stakeholders that leads to the implementation of a “network based” relationship marketing approach, which creates a ‘value constellation’, which provides benefits for all stakeholders.

Key words: Olympic Games, volunteers programme, project management, human resources management, stakeholders, relationship marketing, value constellation