

Event Evaluation

Instructor's Manual

11: Quality Evaluation

This is the instructor's manual produced to accompany the book *Event Evaluation: Theory and Methods for Events and Tourism*, by Donald Getz, 2018, published by Goodfellow Publishers Ltd.

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Lecture 21

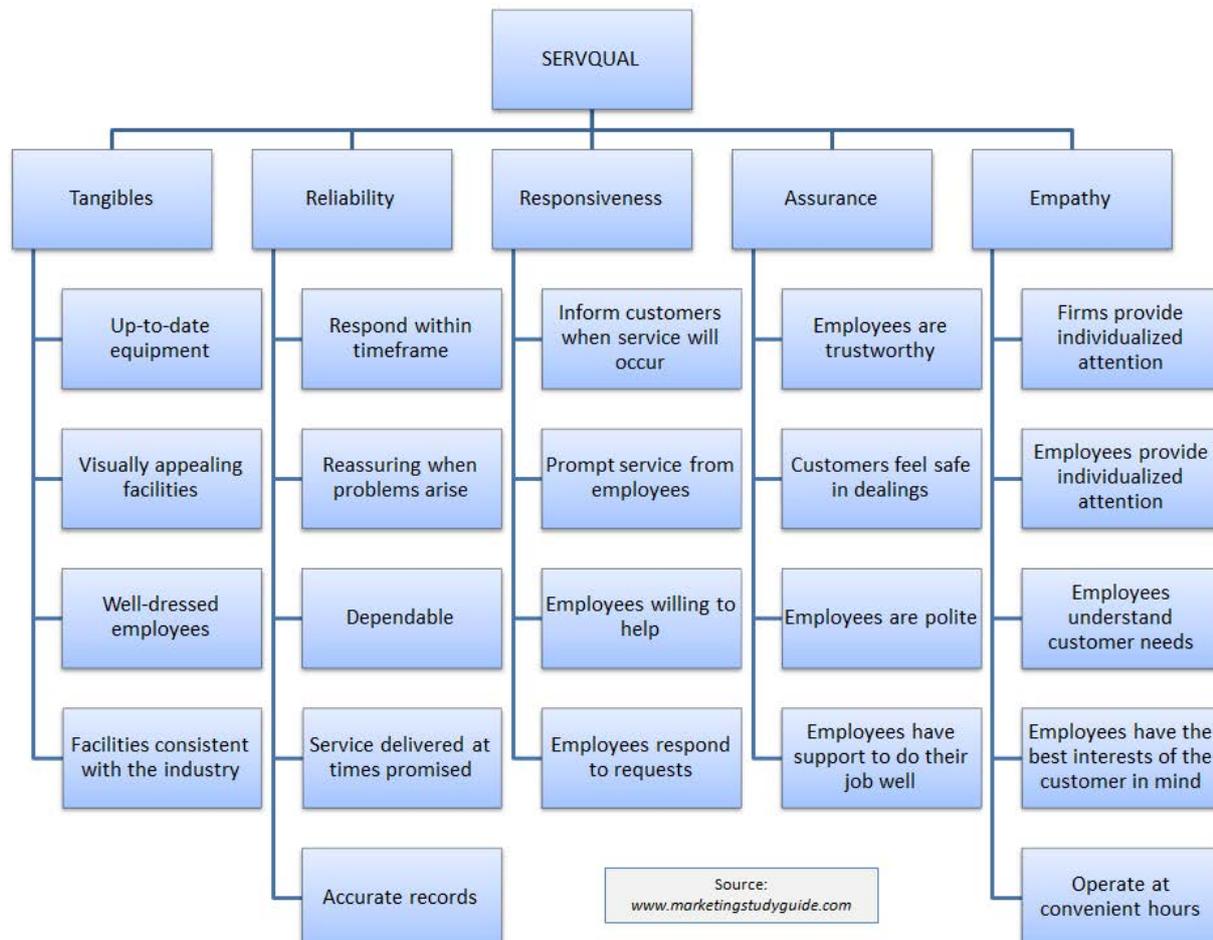
11.1 How people evaluate service quality (p.122)

This entire chapter is devoted to quality evaluation, which naturally links to experiences. In practice it is much more common for event and tourism evaluators to use satisfaction measures than to do experience evaluation, as satisfaction is typically thought to be a surrogate measure for having a fun, rewarding or memorable experience - it is not necessarily so, but short-cuts like this are often necessary.

11.2 Measuring quality: SERVQUAL (p.123)

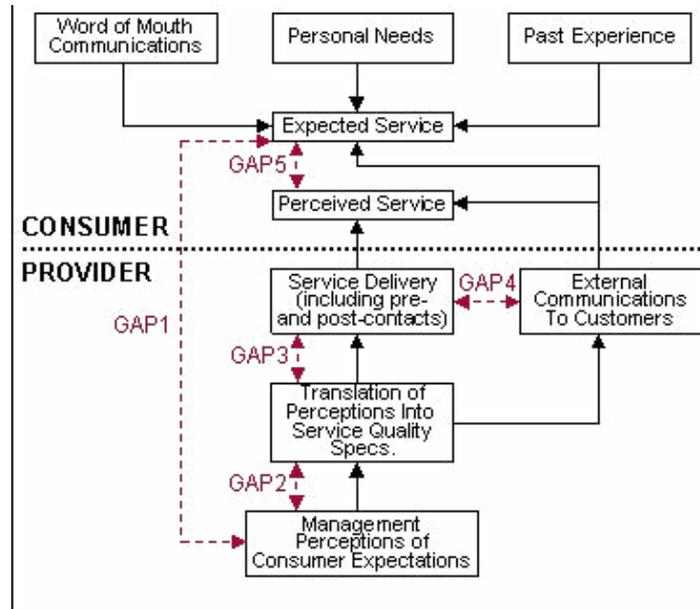
“Expectation-confirmation” theory underpins SERVQUAL and all similar models. However, many experts believe it is not necessary to know expectations; indeed, many visitors do not have clear expectations and therefore only satisfaction measures are needed. I think its very useful to examine motivations and benefits expected/desired, and I also think using Importance-Performance measures reveal a great deal of value to managers and marketers.

Discuss each of the SERVQUAL Dimensions in Figure 11.4 (p.124), and illustrated below, then go on to the Five-Gaps Model (a diagram follows) and relate each of the gaps to students’ real-world experiences, if possible.



Exercise:

Adapt each of the five SERVQUAL dimensions to specific types of event. For example, under “tangibles” what are the important KPIs and measures for a business meeting, an exhibition, spectator sport, etc.?



SERVQUAL or Gaps Model: Zeithaml Parasuraman Berry. Source: 12manage.com

Exercise:

Adapt the five-gaps model to specific types of events from the dual perspectives of designing and marketing the event. The designer wants to ensure satisfaction of services and programme (both are called “service delivery in the model). The marketer wants to maximize effectiveness in attracting customers, without misleading them. Finally, what does the evaluator do (methods and measures) to examine all five gaps?

The Research Note by Park, M., Daniels, M. J., Brayley, R. and Harmon, L. K. (2010) on p. 125 is not about SERVQUAL, it offers another approach to fieldwork evaluation.

Lecture 22

11.3 Importance-Performance evaluation (p.126)

I-P is a powerful tool, but challenging for both event designers and evaluators. The Research Note by Smith, S., and Costello, C. (2009) provides an example. Keep in mind that using IP requires a set of very specific survey questions and some analytical skills - particularly when it comes to using grand means or an alternative statistic to create the quadrants. Interpretation of results is the most important skill, especially considering that many respondents will be reluctant to criticize. The I-P tool can also be used to compare with competitors, requiring a somewhat different set of questions such as "compared to event X, how does our event perform on the following attributes?"

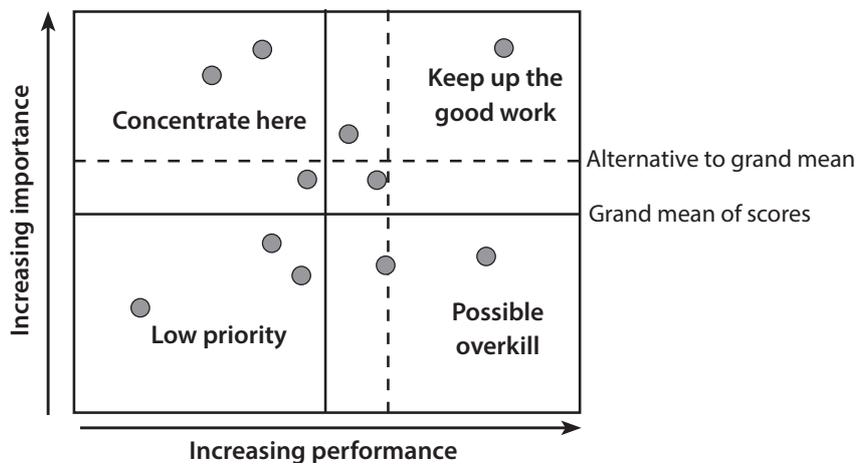


Figure 11.5: Importance-Performance illustration

Exercise:

Design a visitor survey for each of these three applications of I-P:

- benefits expected/sought and how well each was attained
- attributes of event quality (services and programme) and post-event quality ratings for each
- compare one event with a competitor on perceived quality

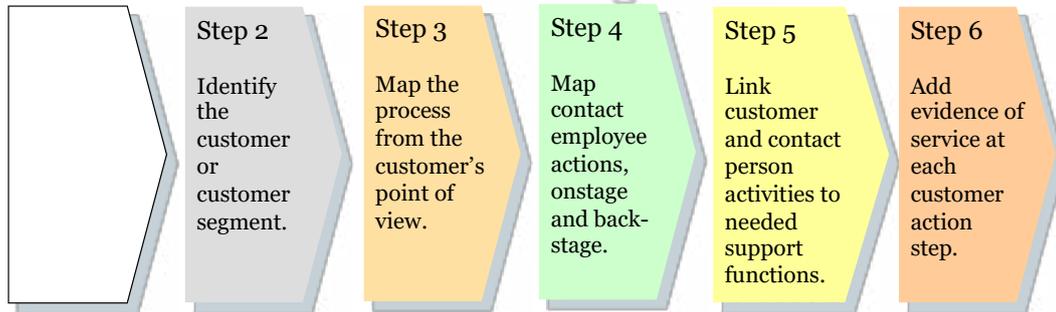
Create the IP grid for each set of answers and interpret the results.

11.4 Service blueprinting and mapping (p.128)

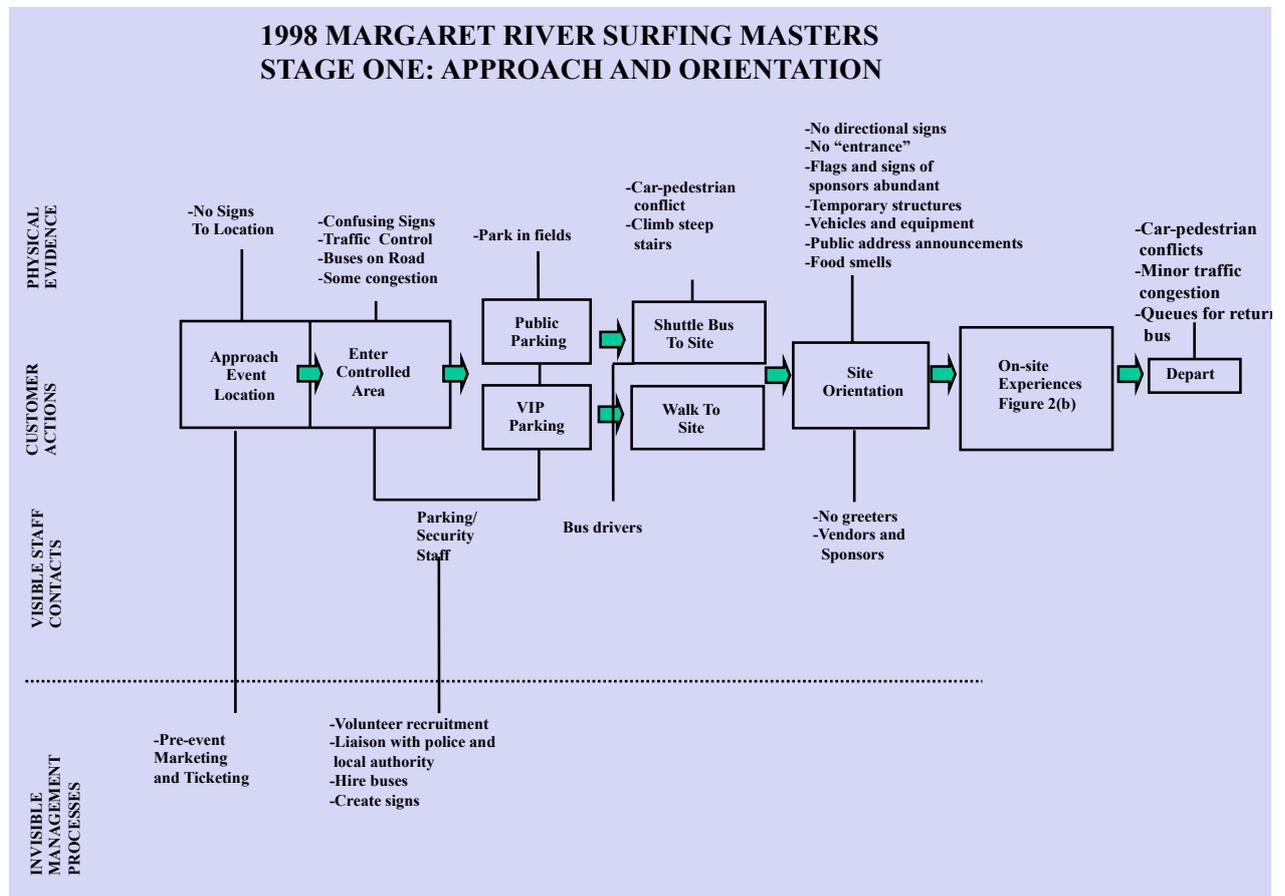
These are also powerful planning and evaluation tools, but seldom used because of the work required. The Research Note (by Getz, D., O'Neill, M. & Carlsen, J. (2001). Service quality evaluation at events through service mapping. *Journal of Travel Research*, 39, 380-390) provides a rare example.

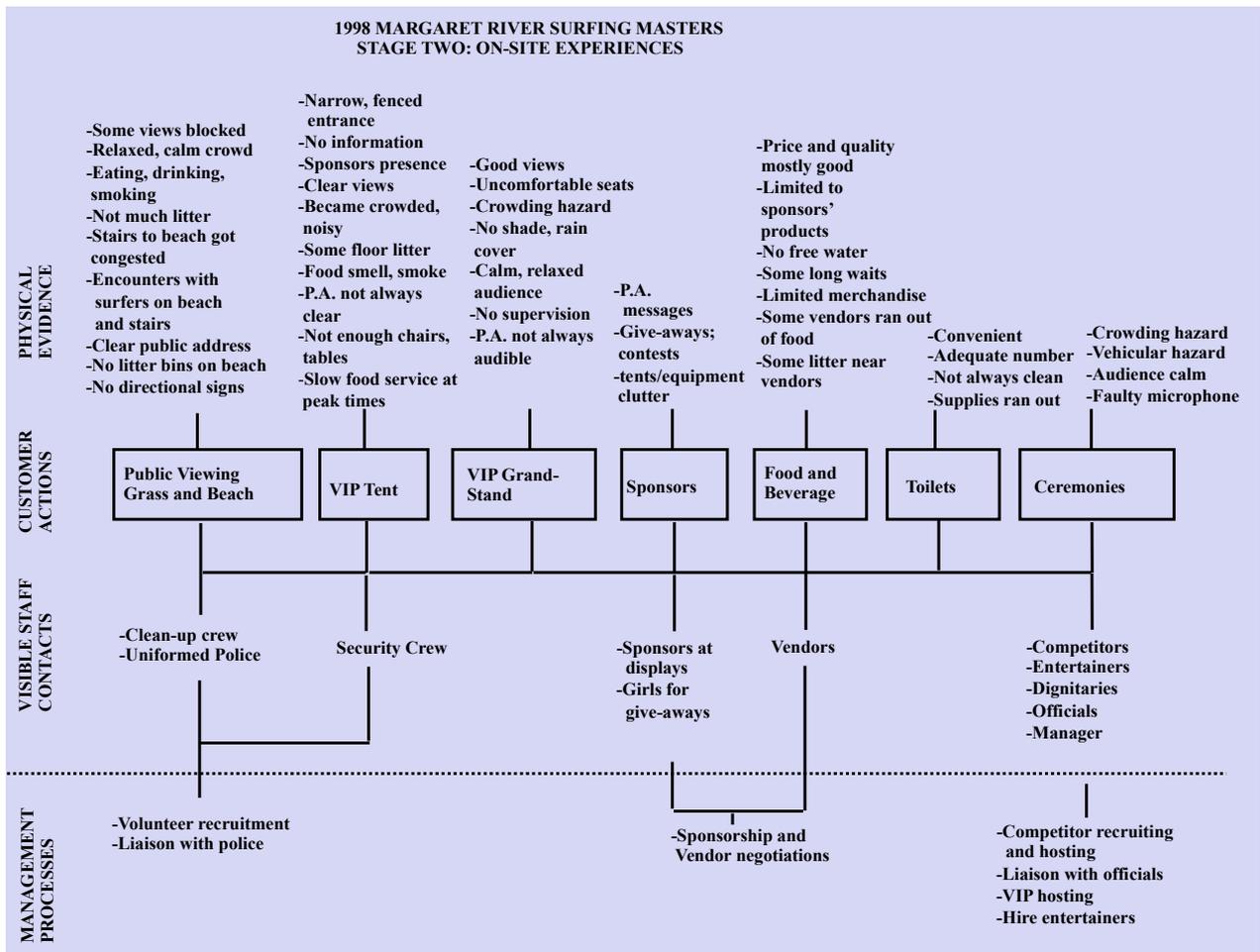
The diagram below describes the process for developing a blueprint. This can be done first in simple terms, leading to more details as the event design unfolds.

Building a Service Blueprint



Here are the two diagrams from the Getz et al. (2001) article, and found in my *Event Tourism* (2013) book.





Exercise:

Select an event for which you (or a team) are to develop a service blueprint. A short, simple event will be sufficient, as complex events might require multiple blueprints for sites and programme elements. Start with a general description of the intended visitor experience and logistical flow, then add details. Note that in practice blueprinting has to parallel operations and logistics planning as well as the setting of tasks for staff and volunteers.

11.5 Evaluation of crowd management and control (p. 131)

A combination of methods will prove best when evaluating on-site conditions and logistics: e.g., participant observation, mapping, biometrics, photography, visitor surveys, incident reports.

Case Study: Experience Mapping, by Professor Colin Beard of Sheffield Business School.

The chapter ends with this case study of qualitative experience evaluation. Note the set of questions that probed respondents' experiences. These could form the basis of a research project for a different type of event.

Questions

Q: Define “service quality” and explain how “quality” can be measured for both the event programme and service delivery.

A: The term is used in marketing and SERVQUAL to describe the overall experience of obtaining a service (as in a retail transaction), but for events we need to cover both the quality of the programme (whether it is entertainment or a sport competition) and services provided to visitors (food, conveniences, hygiene, staff contacts, etc.). Give measures or KPIs for both.

Q: Explain each of the SERVQUAL dimensions and how they relate to event and tourism satisfaction evaluation.

A: Each of the five dimensions are to be named and event-pertinent KPIs provided. A type of event can be specified, as the KPIs are likely to vary a lot.

Q: Draw a diagram to illustrate the Five Gaps Model and provide an example of how it can be used in event evaluation.

A: The shape of the diagram is not important, but the accurate description of the five gaps is necessary. For an event example, explain how an evaluator will look at each gap (methods and measures needed).

Q: Explain the theory behind SERVQUAL and Importance-Performance measures.

A: Explain expectancy-confirmation theory and the meaning of disconfirmation as it leads to both satisfaction measures and quality ratings. Note that it is sometimes sufficient to only examine satisfaction or quality ratings, as expectations might not exist - or might be vague.

Q: Work through an example of how you would conduct an IP evaluation of an event.

A: This answer requires an explanation of the type of IP analysis being done. The assessment of expectations versus benefit attained can be combined with the evaluation of perceived quality of event attributes. If an event is to be compared to another event, somewhat different questions are needed (see the recommended Exercise).

Q: Work through an example of how you would develop and use a service blueprint for event evaluation (hint: you need to include service mapping).

A: The purpose and uses of the blueprint have to be mentioned, and its components. See the diagrams. If a full blueprint diagram is required, extra time will be needed for this question.

Essay-Style

The chapter 11 study questions in the book were worded as exercises or projects, but here are exam-type questions.

Q: Design a short survey (about ten questions) to conduct an Importance-Performance evaluation of a real event, related to both (a) customer benefits sought and realized and (b) visitor perceptions of attribute quality. How does analysis generate recommendations for improvement? Include a diagram of with hypothetical data.

A: This is almost the same as the exercise suggested above, but in an essay we need an explanation of the expectancy-confirmation theory (it can be linked to SERVQUAL) and the rationale behind IP analysis. The answer should cover the two options on how to use IP. Specify the type of event and the audience expected. An explanation of how analysis is conducted, and a diagram are required. Hypothetical data will be used.

Q: What is SERVQUAL and why is it useful as an evaluation tool in the event sector? Explain the concept, provide event-specific examples for each of its five dimensions, and discuss how you would put it into practice for an event of your choosing.

A: Specify a type of event so that the answers can be focused. For each of the five dimensions provide an explanation and sample KPIs. "Putting it into practice" means working through an application, demonstrating knowledge of method and measures. The answer also has to cover how the evaluation will be used.

Q: Illustrate the five-gaps model and work through an example to show how you can use it in event evaluation.

A: A diagram is the starting point, then an explanation of each gap combined with an example.

Q: Explain how you would prepare and use a service blueprint for a proposed event. Draw a diagram to show its main elements. Discuss the roles of observation, checklists, and customer feedback in preparing an evaluative service map.

A: In an essay the event planning and design process should be described, starting with the intended visitor experiences and flow (partly logistical considerations and partly a series of optional experiences). Related management systems and host-guest interactions have to be specified, which means there have to be detailed work plans and job descriptions. Hidden management systems like marketing and security have to added. The tangible/physical evidence section of a blueprint has to anticipate what interactions with setting and services the visitor will have that can influence their experience and perceptions of quality.