

EVENTS MANAGEMENT THEORY AND METHODS SERIES

CASES FOR EVENT MANAGEMENT AND EVENT TOURISM



VASSILIOS ZIAKAS
DONALD GETZ



Cases for Event Management and Event Tourism

Vassilios Ziakas and Donald Getz



Goodfellow Publishers Ltd



Published by Goodfellow Publishers Limited,
26 Home Close, Wolvercote, Oxford OX2 8PS
<http://www.goodfellowpublishers.com>

British Library Cataloguing in Publication Data: a catalogue record for this title is available from the British Library.

Library of Congress Catalog Card Number: on file.

ISBN: 978-1-915097-35-4

DOI: 10.23912/978-1-915097-34-7-5386

The Events Management Theory and Methods Series

Copyright © Vassilios Ziakas and Donald Getz, 2023

All rights reserved. The text of this publication, or any part thereof, may not be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopying, recording, storage in an information retrieval system, or otherwise, without prior permission of the publisher or under licence from the Copyright Licensing Agency Limited. Further details of such licences (for reprographic reproduction) may be obtained from the Copyright Licensing Agency Limited, of Saffron House, 6–10 Kirby Street, London EC1N 8TS.



Design and typesetting by P.K. McBride, www.macbride.org.uk

Cover design by Cylinder

Contents

| | | |
|-----------|--|------------|
| | Introduction to the Events Management Theory and Methods Series | v |
| | Preface | vii |
| | Editors | x |
| 1 | Creating a new event in a time of crisis Aaron McConnell and Donald Getz | 1 |
| 2 | Event risk management and online events practices: An example of a student-organised event amid the Covid-19 pandemic Yueying Hazel Xu and Xiuchang Sherry Tan | 17 |
| 3 | Designing the virtual and hybrid event experience Tim Brown and Claire Drakeley | 29 |
| 4 | UWaterloo Canada Day: A case in risk management and stakeholder engagement Kelly McManus | 45 |
| 5 | Practising health and safety in student delivered events Brianna Wyatt, Giulia Rossetti and Alan McBlane | 57 |
| 6 | Roskilde Festival and transgressive behaviour: An emerging safety concern for event organisers Jannick Friis Christensen and Morten Thanning Vendelø | 71 |
| 7 | 'Invisible' impacts and hybrid spaces of nature-based events: The case of a trail running marathon Fjällmaraton in Sweden Lusine Margaryan and Axel Eriksson | 87 |
| 8 | Sustainability and sustainable event management Clare Mackay, Aurore Julien and Jacob Hirst | 105 |
| 9 | Leadership styles in event management: A critical reflection case study Jacqueline Leigh, Matthew Lamont and Grant Cairncross | 127 |
| 10 | Formal and informal knowledge sharing rituals: Queensland Music Festival Raphaela Stadler | 141 |

| | | |
|----|--|-----|
| 11 | Social impacts of community events: Clunes Book Festival, Australia Judith Mair | 153 |
| 12 | Securing MICE Tourism through DMO Collaboration Emma Delaney | 165 |
| 13 | The Glamour of China Carnival: Event financial management and sponsorship Yueying Hazel Xu | 179 |
| 14 | Bear Grylls in Belfast: Integrating digital fieldwork in the international event management fieldtrip to post-conflict post-Covid Belfast Jonathan Skinner | 193 |
| 15 | A case study approach to forge the sustainable event manager in the era of technology and sustainable innovation Mohamed Salama and Mohamed Almomani | 209 |
| | Index | 225 |

Introduction to the Events Management Theory and Methods Series

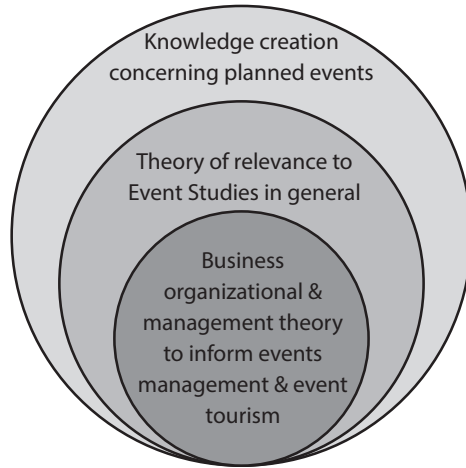
Event management as a field of study and professional practice has its textbooks with plenty of models and advice, a body of knowledge (EMBOK), competency standards (MBECS) and professional associations with their codes of conduct. But to what extent is it truly an applied management field? In other words, where is the management theory in event management, how is it being used, and what are the practical applications?

Event tourism is a related field, one that is defined by the roles events play in tourism and economic development. The primary consideration has always been economic, although increasingly events and managed event portfolios meet more diverse goals for cities and countries. While the economic aspects have been well developed, especially economic impact assessment and forecasting, the application of management theory to event tourism has not received adequate attention.

In this book series we launch a process of examining the extent to which mainstream theory is being employed to develop event-specific theory, and to influence the practice of event management and event tourism. This is a very big task, as there are numerous possible theories, models and concepts, and virtually unlimited advice available on the management of firms, small and family businesses, government agencies and not-for-profits. Inevitably, we will have to be selective.

The starting point is theory. Scientific theory must both explain a phenomenon, and be able to predict what will happen. Experiments are the dominant form of classical theory development. But for management, predictive capabilities are usually lacking; it might be wiser to speak of theory in development, or theory fragments. It is often the process of theory development that marks research in management, including the testing of hypotheses and the formulation of propositions. Models, frameworks, concepts and sets of propositions are all part of this development.

The following diagram illustrates this approach. All knowledge creation has potential application to management, as does theory from any discipline or field. The critical factor for this series is how the theory and related methods can be applied. In the core of this diagram are management and business theories which are the most directly pertinent, and they are often derived from foundation disciplines.



All the books in this series will be relatively short, and similarly structured. They are designed to be used by teachers who need theoretical foundations and case studies for their classes, by students in need of reference works, by professionals wanting increased understanding alongside practical methods, and by agencies or associations that want their members and stakeholders to have access to a library of valuable resources. The nature of the series is that as it grows, components can be assembled by request. That is, users can order a book or collection of chapters to exactly suit their needs.

All the books will introduce the theory, show how it is being used in the events sector through a literature review, incorporate examples and case studies written by researchers and/or practitioners, and contain methods that can be used effectively in the real world.

Preface

Case studies are a key pedagogic method in management as they enable us to apply theory in practical contexts and to solve organisational problems. They also encourage learners to critically think, reflect and envision alternative ways of managing organisations. This way a case study is not simply a problem-solving exercise, but more importantly, it can engender learning and new insight on diachronic issues and pathogenies. While there are many management-related texts with case studies on different fields and disciplines, the literature on events lacks a comprehensive collection of teaching case studies that cover thoroughly the management aspects of events. This gap must be filled. Event educators should have readily available in their hands a choice of well-crafted cases to illuminate issues and interrelationships in event management practice, apply concepts and theories, facilitate the critical thinking of learners, as well as advance standards of practice through reflective and blended learning.

It is with this purpose in mind that we have put together this collection of pedagogic cases. The collection aims to be comprehensive of event management and event tourism main areas, dealing with inter alia, planning, design, operations, human resources, leadership, marketing, policy, strategy, governance, placemaking, leveraging, collaboration, partnership-working, stakeholder management, sustainability, resilience, impact assessment, and evaluation. It is intended to offer case studies that mirror the practices and challenges in the event/tourism management industry across the globe – in different regional contexts and cultures – integrating theory with policy, functional and operational perspectives. The case studies in this collection are also accompanied with teaching notes that explain learning outcomes, theoretical underpinnings, teaching methods, and provide detailed learning activities, questions and tools for analysis and guided assignments.

The chapters of the book are divided in two parts. The first part includes the narrative case studies followed in the second part by the teaching notes of, which explain in detail how they should be used to improve learning. In particular, the teaching notes describe in a structured manner the underlying theoretical perspective and instructional plan of each case study. This structured approach is intended to enable the pedagogical coherence across the entire collection adding the necessary conceptual clarity, systematic inquiry and analytical rigor. Thematically, the cases are diverse, ranging from event delivery and operations management to event impacts and sustainable management. Within this context, a number of them deal with risks, others with sustainability, and others with management issues like leadership, design, knowledge exchange, health and safety, finance, sponsorship, portfolio planning, stakeholder engagement, and collaboration. Some cases illustrate how events coped with the pandemic crisis and the new conditions brought in the post-pandemic era for events. Other cases focus on the new delivery formats such as virtual and hybrid events. At the core of some cases are community impacts like social capital, placemaking, regeneration, and business event tourism. Certain cases centre on attendee behaviour and their relationship with nature when they take part in outdoor events. A common

perspective brought to the fore by several cases is the resonance of sustainability and sustainable event management, which is examined in different contexts and scenarios. In all, the case studies encompass different types and scales of events taking place in various geographic locations, including also student-run events as well as fieldwork by event management students as part of their experiential learning fieldtrip. This makes a rich and diverse mosaic of event contexts and practices that exemplify real-world situations for learning. The cases remind us that events, apart from their other functions, can also be seen as ‘laboratories’ in which social processes are enabled and learning is engendered, exchanged, reinforced, and diffused.

Exploring real-world event issues and problems: The cogency of practice

Learning requires understanding practice, by providing opportunities to apply, creatively and in a reflective manner, theories, concepts and tools in real-world practical contexts. Context – the specific environment, sector, location, sport, performance level, culture, etc. in which an organisation operates – makes a vast difference in the effective application of theory, as it needs to be adapted to each situation. What works in one context may not work in another, so our practice (what we do and how we solve problems) is unique and requires tailored solutions. For this reason, it is important to conduct research collecting and analysing data so that we get to better know the context and how to adapt theory to it, to produce tailored solutions. Our own experience also factors in, along with the patterns of our activity to deal with issues. Therefore, reflection on practice is necessary, interrogating, for instance, how different decisions would produce different effects and which practice is optimal in specific contexts. From this standpoint, case studies are often employed to exemplify different contexts, theory applications and subsequent practices.

The case studies in this volume illustrate real-world issues and problems that event organisers and supporting stakeholders face. They bring to the fore questions about the event-based practices, that is the activities and actions that organisers and host communities do to plan and deliver events successfully. The cases altogether taken from different perspectives indicate the value of an interdisciplinary approach in studying event-based practices. Considering different branches of knowledge helps uncover the expertise, ideas, materials, settings, and the routine activities that shape what event organisers do. As events rely on collaboration and support of several stakeholders and are intended to yield community benefits, an interdisciplinary approach may also reveal how their relationships are formed, their characteristics, what is considered more or less important, and how event-based practices may be aligned with community activities and policies.

While there can be different ways of studying and reflecting on practices within different event contexts, the common denominator is that the study of practice is really concerned with thinking about change, transformation or adaptation, and how we might re-conceptualise brand-new and alternative ways of improving what we do in a given situation. The case studies herein explore a range of event-based practices bringing forward fresh ways in which we can understand

and make sense of what happens in the world of events. They epitomise complex patterns of how stakeholders' experience, know-how, competences and the technologies that they use, shape and influence what they do, what they understand, and why they decide on to act in a given context.

Consequently, these case studies demonstrate that event-based practices are multi-layered and so their manifestations are multifaceted, as they are shaped by the expertise, experiences, skills, worldviews and values of the stakeholders involved in the process. So to examine real-world event issues and problems, we have to critically consider different perspectives and their implications for practice. Then we can make sense of isolated practices through employing the case study as a method for exploratory purposes, with the aim to explore a single phenomenon (the case), in a natural setting, using a variety of techniques to obtain in-depth knowledge. So, case studies can be used both as a research method and pedagogic tool. In both contexts, they provide a prism to reveal and understand practices.

The case study as a research method and pedagogic tool is widely spread in social sciences. In event studies it has been primarily used for research purposes. Surprisingly, there is a lack of designed cases to use in class for pedagogic reasons. The case studies of this volume speak clearly for the value and necessity to more systematically create and apply state-of-the-art case studies in event pedagogy. This may eventually offer new insights for enabling learning and building acumen across event studies and allied disciplines.

Editors

Vassilios Ziakas is co-editor in chief of the book series *Events Management Theory and Methods* by Goodfellow Publishers. His research cuts across sport and leisure policy with emphasis on strategic planning, community development and sustainability. Dr. Ziakas has published extensively and his work is widely cited. His most well-known work is on conceptualizing event portfolios as a means for multipurpose development. Along these lines, his research explores linkages among the sectors of sport, recreation, leisure, events, tourism and culture.

Professor Getz is co-editor in chief of the book series *Events Management Theory and Methods* by Goodfellow Publishers. Dr. Getz is Professor Emeritus, the University of Calgary, where he worked in the Haskayne School of Business from 1991 through 2009. Following his retirement he held part-time research positions at the University of Queensland (Australia), University of Stavanger (Norway), and the University of Gothenburg (Sweden). He has authored and co-authored numerous papers related to events and tourism and a number of relevant books including *Event Studies*, *Event Tourism*, *Event Evaluation*, and *Event Impact Assessment*.

Contributors

Mohamed Almomani is an innovation practitioner and an entrepreneur, with over 15 years of experience in the fields of project management, event management, digital transformation, business consultancy and innovation management. He holds a MSc in innovation management and is a participating author in a textbook on sustainability and events management.

Tim Brown is Programme Leader for Events Management at Chester Business School and has over 15 years of experience working in the events industry and continues to consult and oversee major events. Tim completed his PhD in 2018 and his thesis focused on charity fundraising events. His research areas include: event planning; event marketing and promotion; charity fundraising events; event evaluation; event budgeting; event safety; event creativity; and virtual and hybrid events.

Grant Cairncross has researched, and been published in, volunteer management, tourism and hospitality human resource management, and regional development for the past 24 years at Southern Cross University in New South Wales, Australia. All have focused on Australia and the wider Asia-Pacific region. Volunteer management, especially in events, was a particular research focus for the last seven years prior to the publication of the chapter in this book.

Jannick Friis Christensen, PhD, is Postdoc and queer organisation scholar at Copenhagen Business School, studying norm-critical approaches to inclusive leadership and to organising and researching diversity. His current project investigates the civil-religious public ritual of Copenhagen 2021 World Pride and its

wider socially integrative potential through corporate collaboration, taking a particular interest in the organisational learning of partners and sponsors in relation to LGBT+ workplace inclusion, pinkwashing, and rainbow capitalism.

Emma Delaney is a Senior Lecturer with the School of Hospitality and Tourism Management at the University of Surrey. Emma has 25 years' experience as an event management practitioner and an academic and has worked in visitor attractions, theatres and multi-purpose venues, for diverse clients from the International Brotherhood of Magicians to the Labour Party. Emma's research interests surround the relationship between convention bureaux and professional conference organisers and destination management for MICE tourism.

Claire Drakeley. Having worked in industry for 15 years, developing and delivering events of all shapes and sizes, Claire now brings that experience into her research and teaching at the University of Northampton. Her specialisms focus on decision making, innovation, risk management, experience design, and event strategy. Outside academia, Claire co-owns a pro ice hockey team and applies Agile practice to real life with her coaching practice, 80% Awesome.

Axel Eriksson is a doctoral student at Mid-Sweden University and the European Tourism Research Institute (ETOUR). His research interests are in tourism and events sustainability and development. In particular, his research addresses nature-based and outdoor events from different lenses by examining communities, participants, organisers and governments' relation to environmental impacts.

Jacob Hirst manages renowned dance music acts for the WORSHIP Artists collective. He's also known in the industry as a freelance writer with published work in *DJ Mag*, *Beatportal* and *UKF*. His Events Management Masters dissertation for UWE Bristol explored experience design in the context of Boomtown Fair.

Aurore Julien is a Lecturer in Environmental Design and Energy, at the UCL Bartlett School of Environment, Energy and Resources. Aurore is also a Senior Environmental Assessor with A Greener Festival and has assessed, and in this capacity has advised, festivals such as Glastonbury, Boomtown Fair and All Points East. She has over 20 years' experience in sustainability consultancy, in relation to energy efficiency and green buildings and is an Associate Director at Twin and Earth. Aurore has published in relation to sustainable events, energy efficiency and environmental design.

Matthew Lamont is an Adjunct Senior Lecturer with the Department of Tourism, Sport and Hotel Management, Griffith University, Australia. Dr Lamont's research interests encompass sport, tourism, and leisure from a social sciences perspective.

Jacqueline Leigh is a PhD graduate from the School of Business and Tourism, Southern Cross University, Australia. Dr Leigh's research interests span human resource development issues in event management with a particular focus on volunteers.

Clare Mackay is a Senior Lecturer and Programme Leader for MSc. Events Management at UWE Bristol. She is a Fellow of the Higher Education Academy, and an Assessor for A Greener Festival. She has published on sustainable event design and is currently researching Boomtown Fair and environmentally responsible behaviours. As an Association for Events Management Education's panellist at the 15th Green Events and Innovations Conference, Clare will be discussing progressing sustainability theory, research, and practice.

Judith Mair is an Associate Professor at the UQ Business School, University of Queensland, Australia. Judith's work aims to understand and enhance the positive impacts of tourism and events on the communities and societies which host them. She is working on projects in fields including Olympic Games legacies, the links between events and social connectivity (including social capital, social cohesion and social justice) and assessing the potential impacts of climate change on the tourism and events sector.

Lusine Margaryan is an Assistant Professor at Mid Sweden University, Department of Economics, Geography, Law and Tourism, and is part of European Tourism Research Institute (ETOUR), based in Östersund, Sweden. In addition, she coordinates Master's programme in Tourism Studies. Lusine's research interests pursue bringing together environmental and social sciences perspectives with a focus on nature-based tourism and outdoor recreation.

Alan McBlane is a Senior Lecturer of Events Management at Oxford Brookes University. He specializes in live events with emphasis in music events. With over 30 years of industry experience, he has worked with numerous internationally acclaimed artists, including Simple Minds and Mike Oldfield. His external engagement with globally recognized brands, such as Ticketmaster and Festival Republic, are key contributors to the Oxford Brookes student learning experience.

Aaron McConnell. As President and Chief Cycling Officer, Aaron is responsible for the day to day operations and overall performance of the TransRockies Race Series. Aaron has been with the organization since 2004. In 2007, he founded the TransRockies Run and in 2011, he expanded the TransRockies Race Series to multiple events. Aaron joined TransRockies team as an accomplished endurance event organizer. From 1998-2000 he organized the UCI Mountain Bike World Cup event in Canmore.

Kelly McManus is both an event scholar and practitioner. She is a PhD candidate in the Department of Recreation & Leisure at the University of Waterloo, Canada. Her research interests are event stakeholders and the social impact of community events. Kelly teaches event planning and design in the Department's event management program. She also serves as Senior Director, Community Relations & Events, leading events at the University of Waterloo since 2013.

Giulia Rossetti is a Senior Lecturer of Events Management at Oxford Brookes University. She specializes in cultural and arts festivals with emphasis in literary festivals and cultural capital. Her most recent publications have explored wellbeing in festival experiences and is currently working on forthcoming publications relating to edutainment and storytelling in festivals. She is the Social Media Editor for *Event Management* and also sits on the ECR Editorial Board of the *Event Management*.

Mohamed Salama is a Professor of Project management with over 20 years of experience in Higher Education in the UK, Dubai, France, and Denmark and is currently the Dean of the College of Engineering at Applied Science University (Bahrain). He has published three textbooks on sustainability and circa 50 publications, besides supervising over 250 MSc and Ph.D. theses, and is an academic entrepreneur with 15 years of industrial experience in the UK, Egypt, and Italy.

Jonathan Skinner is Reader in the Anthropology of Events in the Department of Hospitality and Events at the University of Surrey. He has undertaken research on Carnival in the Caribbean and St Patrick's Day in Northern Ireland and undertaken fieldtrips throughout his university career as a lecturer in Scotland, Northern Ireland and England. He is author of *Before the Volcano* (Arawak, 2004) and editor or co-editor of over a dozen volumes including *The Dark Side of Travel* (Berghahn, 2012), *The Interview - An Ethnographic Approach* (Routledge, 2012), and the award-winning *Leisure and Death* (Colorado, 2018).

Raphaela Stadler is Associate Professor for Tourism and Event Management at MCI – Management Center Innsbruck, Austria. Her PhD from Griffith University, Australia, explored the issue of knowledge management in event and festival organisations – a topic she has widely published on. More recently, she has been working on research projects focusing on the impact of community events upon family quality-of-life, stress and wellbeing in the events industry, power and empowerment, as well as neurodiversity and tourism.

Xiuchang Tan (Sherry) is an assistant professor of Macao Institute for Tourism Studies (IFTM) in Macao. She earned her doctoral degree from Hong Kong Polytechnic University. Her research interests include event management, destination branding, tourist behavior, heritage and culture. Her publications appear at international journals. She also has been actively involved in consultancy projects in service quality, tourism market and tourist behavior, event management and talent development for the Macao SAR government.

Morten Thanning Vendelø is a Professor at Copenhagen Business School, Department of Organisation, and a co-founder of Copenhagen Center for Disaster Research. He researches and teaches event safety, crisis management and sensemaking in organisations, as well as organization theory. More recently he has written about sense-making in and decision-making during crisis, collective

mindfulness in event safety organizations, and organizational response and adaptation during the Covid 19 pandemic.

Brianna Wyatt is a Senior Lecturer and the current Postgraduate Subject Coordinator for the Hospitality, Tourism, and Events Management programmes at Oxford Brookes University. With industry experience, she specializes in dark tourism – specifically interpretation and experience design – with her most recent publications exploring edutainment and re-enactment. She also sits on the Editorial Board of the *World Leisure Journal* and the ECR Editorial Board of the *Event Management*.

Yueying Hazel Xu is an Assistant Professor at the Macao Institute for Tourism Studies. Her research interests are in tourist consumer behaviors, marketing for hospitality and tourism, and Event Management. She has published articles with international journals such as *Tourism Management*, *International Journal of Hospitality Management*, and *International Journal of Contemporary Hospitality Management*. She has also led a few consultancy projects in events and festivals for the Macao government.