Event Stakeholders:
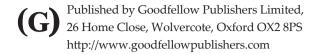
Theory and Methods for Event Management and Tourism

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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[1]*), competency standards (MBECS[2]**) 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 values, although increasingly events and managed event portfolios meet more diverse goals for cities and countries for example the socio cultural values, environmental values and the increase in destination image and branding. While these aspects have been well developed, especially economic impact assessment and forecasting, the application of management theory to event tourism have 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-profit organization. Inevitably, we will have to be selective.

The starting point is theory, not from the social or behavioral sciences - although these certainly inform management - but from the generic management literature. This encompasses theories of organization, the firm, business practice and all the commonly recognized management functions: Planning, Organizing, Staffing, Directing and Controlling. Because of EMBOK and MBECS we can add leadership, co-ordination, design, and evaluation.

Scientific theory must both explain a phenomenon, and be able to predict what will happen. Experiments are the dominant form of classical theory development. Management theory, however, is something different. Explanatory and predictive capabilities are often lacking, and 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. Theory development might include comparative case studies, surveys, longitudinal research, participant observation - in short mixed methods. And some 'theories' are rather normative, reflecting what some people think should be done, rather than a description of what actually happens under given circumstances.

1 Event Management Body of Knowledge, https://www.embok.org/
2 Meetings and Business Events Competency Standards, https://www.mpiweb.org/

Knowledge creation concerning planned events

Theory of relevance to Event Studies in general

Social & Behavioural Studies, Economics
Arts
Philosophy & Humanities
Applied Sciences, Environmental Studies

Business organisational & management theory to inform event management and event tourism

For example, when looking at stakeholder theory in detail we are not saying it explains everything nor that it can be used to predict what will happen. Rather, stakeholder theory (and many other theories) is a good starting point for understanding the real world and guiding management. There are also general principles of stakeholder management to draw upon, but managers must decide if they are applicable or if they should be modified to fit the problem. There is also normative advice, and this is always open to interpretation and debate. It should be stressed that many managers rely on problem solving skills and personal experiences to guide them, not theory. The main advantage associated with learning about stakeholder or other theories is that they are NOT situation specific. It should be possible to refer to, and use stakeholder theory in all management contexts.

All the books in this series will be relatively short, and similarly structured. They are to be used by educators 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 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. Online resources will include annotated bibliographies, additional resources, and for educators an instructor's manual and set of power point slides.

Donald Getz, PhD

Preface to Event Stakeholders

Key objectives of the book:

- ☐ Inform researchers, students, managers, policy makers and strategists on stakeholder theory and management as applied to events and event tourism.
- ☐ Provide a comprehensive, systematic approach with methods and tools.
- ☐ Provide a textbook for students of events and tourism, and a reference for practitioners.
- ☐ Utilize case studies to illustrate key points.
- ☐ Connect readers to the research literature and encourage its consultation through use of Research Notes and provision of additional resources.

Acknowledgements

From Mathilda van Niekerk:

People surround us every day. Some people touch our lives unconscientiously and others change our lives forever. We invest a lot of resources in some of our relationships and in others a phone call once in a while is sufficient. I guess we can say that they are all stakeholders in our lives. Some primary, some secondary, some internal and some external but you will understand this more clearly as you read the book. I want to acknowledge Donald Getz who came up with the idea of the event stakeholder book and who, through the challenging times that I had to face still believed that we could complete it. To Willem Coetzee, Ubaldino Couto, Chris de Bruyn, Bekir Bora Dedeoğlu, Jacques Faul, Crystal Filep, Maksim V. Godovykh, Xin Jin, Elmarie Slabbert, Karen Weber for their contributions to the case studies. To my husband Derik van Niekerk, words cannot express how grateful I am for who you are, and for all the support, encouragement, sacrifices and patience you have shown during the last five years while I am fighting pancreatic cancer. A special thanks to my dear friend Fevzi Okumus for countless hospital visits, being my driver, laughs and being there for me and "liefie liefie" when we needed you. My family, Rosen College of Hospitality Management Family (too many to name everyone) and all my friends for all your love and support in my life. If there is anyone who understands the importance of having people 'stakeholders' in their life it is definitely me. Like a spider's web we are all woven together and to be successful everyone has a specific role to play. To be a successful event organizer in this competitive industry you need to understand this dynamic yet fragile environment and manage through it carefully. I hope the book will assist you to understand these relationships and teach you how to manage them.

From Donald Getz:

I am grateful to Mia Larson, Tommy Andersson, and Mathilda van Niekerk - researchers I have collaborated with on the subject of stakeholders and related topics. And thanks for general inspiration to Professor J.R. Brent Ritchie. Good use has been made of *Event Studies* (three editions, the third co-authored with Stephen Page) and the *Routledge Handbook of Events*, so gratitude is also expressed to Professor Stephen Page. And a special thanks to the many authors whose papers or books we have referenced, as without them there would be no body of knowledge to cite.