

Event Stakeholders

Instructor's Manual

6 Stakeholder Considerations for Residents, Communities and Cities

This is the instructor's manual produced to accompany the book *Event Stakeholders: Theory and Methods for Events and Tourism*, by Mathilda van Niekerk and Donald Getz, 2019, published by Goodfellow Publishers Ltd.

This manual and the accompanying illustrations are provided by the authors for the private use of instructors using the book *Event Stakeholders*. All the PowerPoint slides from the book that are line drawings are included in these notes, as they are originals by the authors or have been adapted from the noted sources.

The figures from the text are available for downloading as a PowerPoint file to those instructors adopting the book. Additional graphic material is provided in this manual, but instructors should be aware that using photos and illustrations downloaded from the internet might violate copyright laws, so only use such material in the classroom. PowerPoint slides are also developed for the textbook and can be used by the instructors.

Lecture 11

6.1 Introduction

Most events are held in cities, where venues are concentrated and resident concerns are always going to be a top priority. There are other good reasons for focussing attention on 'eventful cities', especially when it comes to the complexity of stakeholder relationships and networks. The concepts of place identity, place attachment and place making are pertinent.

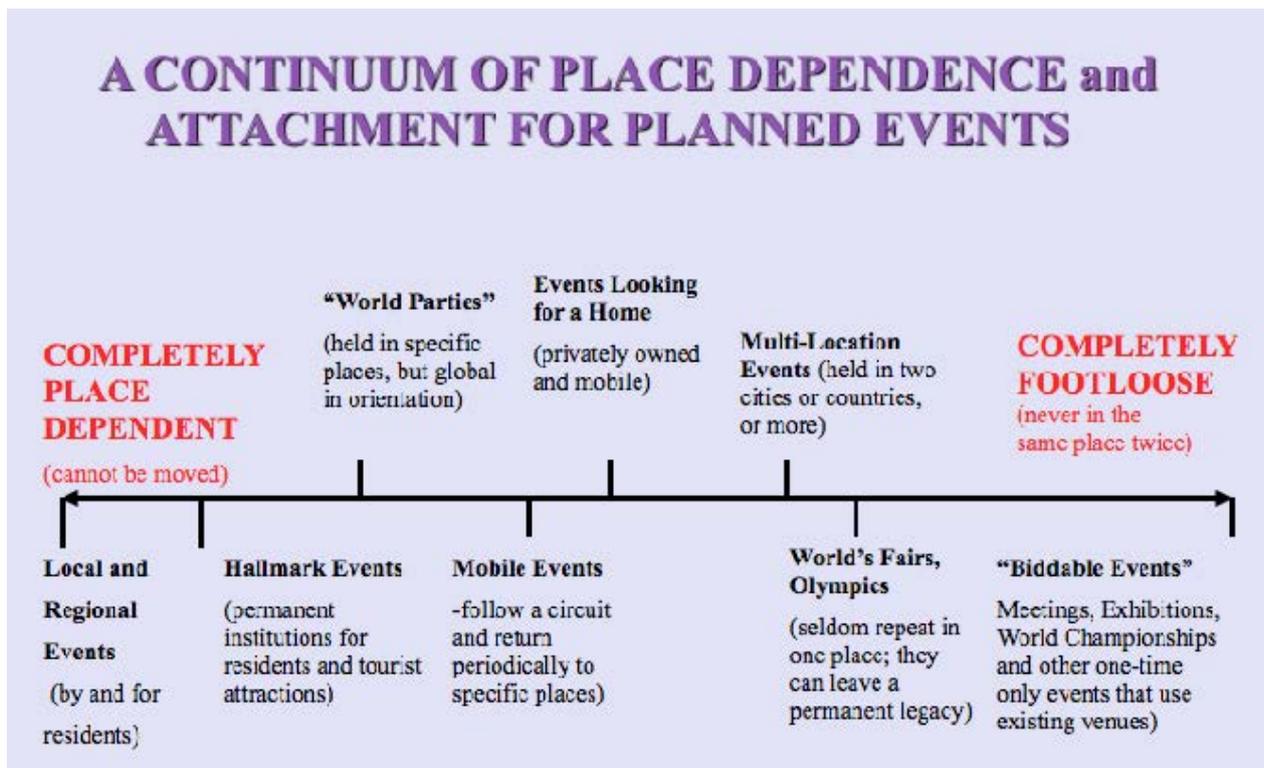
6.2 Key terms defined

The short definitions given for place identity and attachment do not do justice to these topics. *Event Tourism* (Getz, 2013) considers the roles of events in fostering identity and attachment, while 'place making' is a major subject in *Eventful Cities* (Richards and Palmer, 2010). Here is an excerpt from *The People, Place, and Space Reader* edited by J.J. Gieseeking & W. Mangold, with C.Katz, S. Low, & S. Saegert (peopleplacespace.org/toc/section-3/)

“Place identity is a core concept in the field of environmental psychology which proposes that identities form in relation to environments. The term was introduced by environmental and social psychologists Harold M. Proshansky, Abbe K. Fabian, and Robert Kaminoff, who argue that place identity is a sub-structure of a person’s self-identity, and consists of knowledge and feelings developed through everyday experiences of physical spaces. A sense of place identity derives from the multiple ways in which place functions to provide a sense of belonging, construct meaning, foster attachments, and mediate change. The place identity of a person can inform their experiences, behaviors, and attitudes about other places. Place identity is a versatile concept upon which many psychological theories of human–environment relations are built. In a related vein, social psychologist Irwin Altman and anthropologist Setha Low’s (1992) concept of place attachment defines the ways in which people connect to various places, and the effects of such bonds in identity development, place-making, perception, and practice. Both of these concepts help us to understand where and why people feel at home, as well as why displacement—forced or voluntary—can be so traumatic for individuals and groups”.

The model below is from Getz, 2013 (p. 155 in *Event Tourism*) and displays a continuum from completely place-dependent events (hallmark events are here, by definition) to completely footloose (usually events that are won through competitive bidding). Although any event could be moved, it cannot be the 'hallmark' of a place or venue without building legitimacy and institutional status over a long period of time. A 'world party' is an event that is designed primarily for tourists or image building and quite possibly lacks cultural authenticity. One strategy employed by DMOs around the world is to build small events into Iconic and Hallmark events, and another is to attract (perhaps through bidding) mobile events that can either be lured to stay or can spin off permanent events that will be 'owned' by the destination. 'Ownership' in the context of this model is more about place identity (i.e., the community or important stakeholders feel it is theirs) than about legal status.

There are clear implications for stakeholders, networking, power relationships and portfolios of events. For example, as a discussion point, compare the stakeholder types and roles for hallmark events (identify one locally) with a sport or business event won through bidding.



6.2.1 Place making

Richards and Palmer (2010, pp. 418-19) argue for place making, rather than place marketing, in the context of their treatise on ‘Eventful Cities’. They explained that creating a sense of place can be facilitated through events by stressing distinctiveness of the environment, promoting festivity, developing event spaces and a festival community and creating new rhythms of everyday life. This gives a unique identity to places and encourages residents to feel attachment to their communities.

6.3 Case Study: Cappadox 2018, Turkey

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6.3.1 Discuss this key lesson in the words of the authors:

- ◆ Co-ordination of stakeholders is identified as an issue - How does this event do it? What are the alternatives?
- ◆ Resident dissatisfaction was also identified: How should residents be brought into impact assessment, evaluation and decision-making?

Lecture 12

6.4 Residents (the host community)

Figure 6.1 is a starting point, plus another version is shown here. In the circles model, residents are placed at the top of stakeholder groups concerned with event value and impacts. Residents generally take a holistic view that encompasses all the other stakeholders, in other words residents (or segments of the population) have interest in sports, arts, culture, leisure, social issues, business development and jobs, the environment and tourism. On the other hand, there is the NIMBY (not in my backyard) syndrome to consider, as the people most affected by an event or development (and it might be a matter of perception) are most likely to raise concerns or object. A sustainable event policy finds benefits for all, and does so by collaborations that identify and pursue common goals. Some of those benefits are shown in the inner circle, such as 'safe, healthy, harmonious communities'. Who could object to that?

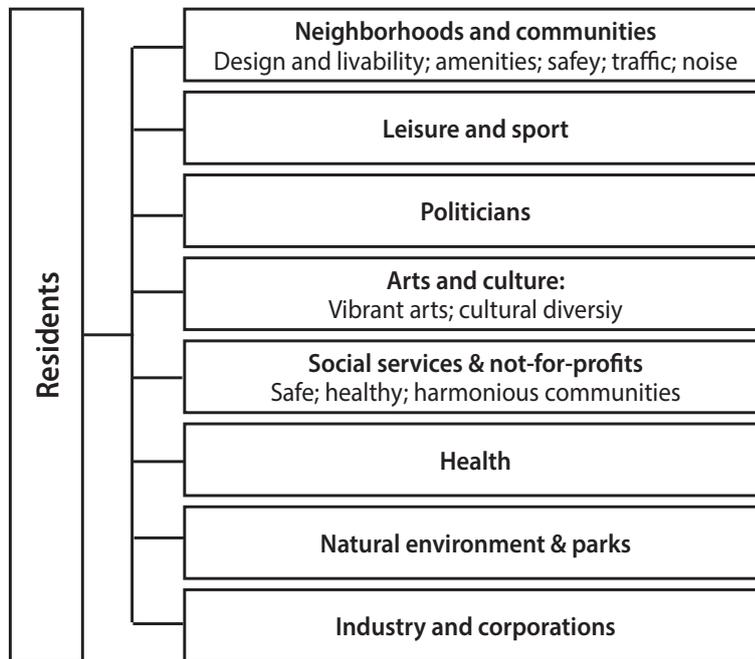


Figure 6.1: Residents and their needs. Source: Adapted from Getz 2016

6.5 Cities/destinations

In this section the authors argue that a tourist destination can be viewed not merely as a spatial or jurisdictional concept, but also (or instead) as a nested hierarchy of networks defined by critical stakeholder relationships (Figure 6.2). The role of events in these networks is often central to destination attractiveness and competitiveness. At the base of the structure in the diagram are 'attraction and service consortia', an example of which is the development and marketing of event portfolios together with essential event venues.

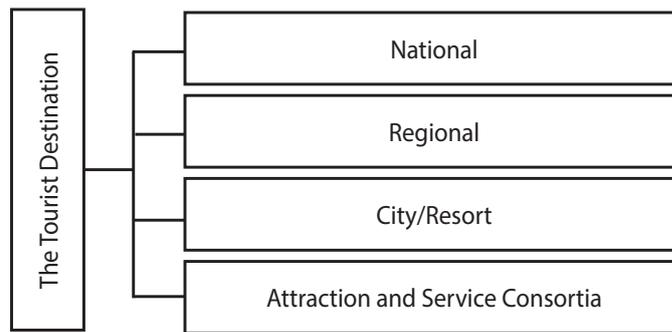


Figure 6.2: The tourist destination as a hierarchy of stakeholder networks

Assessments

From the text: “The community is a very important stakeholder specifically when it comes to city events. Divide into groups and choose one city event in your area. Interview the organizer of the event and compile a report by asking him/her the following questions. How did the organizers of a city event in your area involve the community? What were some of the benefits that the community received before, during and after the event? Bring the report back to class and share with other groups.”

Advice on public and stakeholder consultations is provided in *Event Evaluation* (Getz, 2018) and *Event Impact Assessment* (Getz, 2018), the companion books.

Sample short-answer questions:

- ◆ Define: ‘event tourism’ and ‘tourist destination’.
- ◆ You could more specifically ask for a stakeholder-theory interpretation of both.

Sample long-answer or essay questions:

- ◆ How is ‘place making’ different from ‘place marketing’? Give examples that relate to event portfolio management.
 - Place marketing is one of the roles of event tourism, with events expected to provide positive images and attract tourists or be catalysts for business. The brands of places and events can be matched, with hallmark events being the best example of co-branding. Place making is a broader concept and brings in identity, that is how residents feel about their communities and how events can improve quality of life.
- ◆ When applying stakeholder theory to the city or community, who would you consult and why?
 - This question is about residents and groups within a community, what benefits they expect, and how to assess impacts through consultations. The search for common goals is critical, and beyond that the necessity to work out methods of collaboration. You could ask about methods, but they are not discussed in this book - see *Event Impact Assessment* (Getz, 2018) for methods.