

Theoretical and Practical Dimensions







Cheryl Mallen • Lorne J. Adams



Contents

Chapter questions 24

	knowledgements xi eface xiii	
1	Traditional and niche sport, recreation and tourism events 1 Cheryl Mallen and Lorne J. Adams	
	Traditional events 2	
	Niche events 3	
	The rise of contemporary niche events 6 A need for skilled traditional and niche event managers 7	
	Conclusion 7	
	Chapter questions 8	
	Chapter questions	
2	The concept of knowledge in event management 9	
	Cheryl Mallen	
	A knowledge transfer race 10	
	Defining knowledge 11	
	Common knowledge 13	
	Advancement knowledge 14	
	A definition of knowledge for the context of event management	18
	A knowledge transfer race strategy 19	
	Networks support the knowledge transfer strategy 22	
	Conclusion 23	

3	The event planning model: The event	ent development phase, Part I	25
	The event manager as a facilitator	27	

Amy Cunningham

What is facilitation? 27

Role of an event facilitator 28

Facilitating the communication requirements 29

Facilitating group communication requirements: The case of group

rhythm and facilitation 31

Facilitating knowledge transfer 33

Facilitating event structures for governance 34

Ioanne MacLean

Event structures 36

Theoretical dimensions of event structures 37

Principles in event structures 39

Application of theory and principles in event structures 41

Facilitating event management using the network perspective 42

Laura Cousens, Martha Barnes and Geoff Dickson

Building blocks: The concepts used to understand business networks 43

Social capital: The intangible resource of networks 49

Conclusion 50

Chapter questions 51

4 The event planning model: The event development phase, Part II 53

Facilitating volunteer management practices 54

Julie Stevens

The contribution of volunteers to major sport events 54

Event volunteers 55

Planning a volunteer program 57

Facilitating event policy development 61

Maureen Connolly and Lorne Adams

Complementary concepts in policy development 65

Application: Policy becomes praxis 67

Facilitating corporate social responsibility 70

Cheri Bradish

Chapter questions 74

5	The event planning model: The event operational planning phase 75 Cheryl Mallen
	Mechanism 1: The cultivation of the operational planning network 76 Mechanism 2: The creation of written operational plans 78
	The written event operational plan: establishing a design format 79 Logical operational planning 79 Sequential operational planning 80
	Sequential operational planning 80
	Detailed operational planning 81
	Integrated operational planning 88
	Mechanism 3: The inclusion of contingency plans 89 Mechanism 4: The activation of a plan refining process 90
	Contemporary issues in the event operational phase 91 Practice operational planning scenarios 91
	Practice scenario 1 93
	Practice scenario 2 94
	Practice scenario 3 95
	Conclusion 95
	Chapter questions 95
6	The event planning model: The event implementation, monitoring, and management phase 97 Lorne J. Adams
	Implementation: Executing the plan 98
	Disseminating implementation requirements and production meetings 98
	Monitoring the dynamic and fluid operational environment 100
	Managing operational plan implementation 102
	Overcome foreseeable failure when managing deviations from
	the plan 103
	Predetermine the decision-making team and process 104
	Preprogrammed and not preprogrammed decisions 105
	Inherent implementation, monitoring, and management issues in
	operational network practice 106
	Issue: Operational plan detail and implementation performance 106
	Issue: Implementation knowledge and performance 107
	Issue: Deviations from the plan 107
	Issue: Implementation conflict 108
	Issue: Implementation communication 109
	Additional implementation, monitoring, and management issues 110

Conclusion 110
Chapter questions 110
The event planning model: The event evaluation and renewal phase, Part I 111 Scott Forrester
Background knowledge for the event manager 112 What is evaluation? 112 Why is evaluation necessary? 113 Differentiating between evaluation, research, and assessment 115 Key evaluation questions 116 Facilitating the process of evaluating the event 116 What type of event is it, and where is the event in terms of the
program life cycle? 117
Who are the key stakeholders of the evaluation? 117 What are the questions or issues driving the evaluation? That is, what is the goal or purpose of the evaluation? 117 What resources are available to evaluate the event? 118 Have any evaluations been conducted in prior years? 118 What kind of environment does the event operate in? 118 Which research design strategies are suitable? 118 What sources of evidence (data) are available that are appropriate given the evaluation issues, the event structure, and the environment in which the event operates? 119 Which evaluation approach seems appropriate? 119
Should the evaluation be conducted? 119
General steps in evaluating the event 119 Decisions required by the event manager before evaluating 120
Role of theory in evaluating events 120 Informal versus formal evaluations 121 Formative versus summative evaluations 122 What to evaluate? 122 Quantitative evaluation versus qualitative evaluation 123 Approaches to event evaluation 124 Political, ethical, and moral decisions in event evaluation 128
Summary 129 Chapter questions 130
Chapter questions 150

8	The event planning model: The event evaluation and renewal phase, Part II 131 Scott Forrester		
	Developing questionnaires 132 Developing the survey questions, structure and format 133 Determining sampling size and sampling administration strategies 136 Sample size 136 Sampling approaches 138 Survey administration strategies 139 Importance/performance analysis 140 Service-quality analysis 143 Evaluating the value of volunteers 144 Using event evaluation to inform the event renewal 145 Conclusion 148 Chapter questions 149		
9	Event bidding 151 Cheryl Mallen		
	What is a feasibility study, candidature document, bid questionnaire, and bid dossier? 152 What is a bid tour? 155 What are the critical factors in a successful bid? 156 What is the one critical factor for bid success? 161 Conclusion 164 Chapter questions 164		
10	Facilitating quality in event management 165 Craig Hyatt		
	What is quality? 166 Quality is conformance to specifications 167 Quality is excellence 168 Quality is value 169 Quality is meeting and/or exceeding customers' expectations 169 Current definitions of quality and the lack of guidance for event managers 170 Issues in defining quality in event management 171		

Conflicting stakeholder expectations influence quality perceptions	172
Limited control over inputs influences quality 172	
Financial constraints influence quality 173	
Contingency plans influence quality 174	
Creating a quality statement to guide event managers 175	
A sample quality statement 176	
Quality statement for rally in the valley 176	
Conclusion 178	
Chapter questions 178	
An integral approach to experiential learning: A foundation for event management and personal development 181 Beth Jowdy, Mark McDonald and Kirsty Spence	
Integral approach to experiential learning 182	
Defining experiential learning 182	
Wilber's integral approach 184	
Applying the integral approach to event management 186	
Individual 187	
Collective 188	
Maximizing personal development in experiential event	

Maximizing personal development in experiential event management settings 189

Activities for reflection 192

Application of four quadrants to personal development 193

Conclusion 194

Chapter questions 198

12 Conclusions 199 Lorne I. Adams

11

Appendix A: Example of an operational plan for the National Collegiate Athletic Association (NCAA) Men's Basketball Championship, Round 2, San Jose, California: The hospitality component 203

Lauren Thompson

Appendix B: Facilitation issues and suggestions for the implementation, monitoring, and management phase of the planning model 223

Scott McRoberts

References 229

Index 249