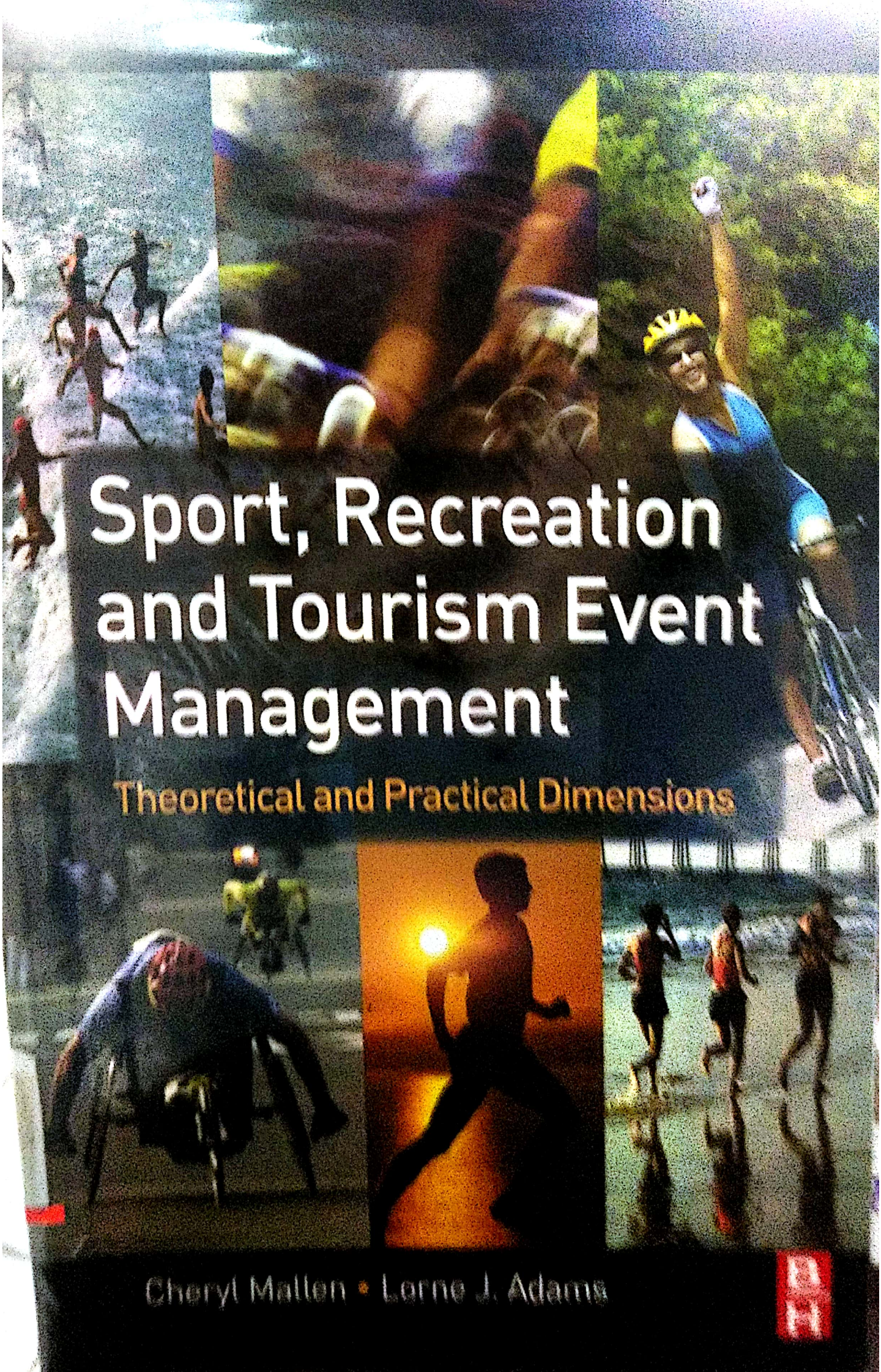
Sport, Recreation and Tourism Event Management
Theoretical and Practical Dimensions
Cheryl Mallen • Lorne J. Adams

JOHN B. LACSON FOUNDATION MARITIME UNIVERSITY
MOLO
LIBRARY
BOOK

Sport, Recreation and Tourism Event Management: Theoretical and Practical Dimensions

Editors
Cheryl Mallen and Lorne J. Adams, Brock University

Photograph by Mike Cheliak

ELSEVIER
AMSTERDAM • BOSTON • HEIDELBERG • LONDON • OXFORD • NEW YORK
PARIS • SAN DIEGO • SAN FRANCISCO • SINGAPORE • SYDNEY • TOKYO
Butterworth-Heinemann is an imprint of Elsevier
BH

Butterworth-Heinemann is an imprint of Elsevier
Linacre House, Jordan Hill, Oxford OX2 8DP, UK
30 Corporate Drive, Suite 400, Burlington, MA 01803, USA

First Edition 2008

Copyright © 2008, Published by Elsevier Inc. All rights reserved

The right of Author Name to be identified as the author of this work has been asserted in accordance with the Copyright, Designs and Patents Act 1988

No part of this publication may be reproduced, stored in a retrieval system or transmitted in any form or by any means electronic, mechanical, photocopying, recording or otherwise without the prior written permission of the publisher

Permissions may be sought directly from Elsevier's Science & Technology Rights Department in Oxford, UK: phone (+44) (0) 1865 843830; fax (+44) (0) 1865 853333; email: permissions@elsevier.com. Alternatively you can submit your request online by visiting the Elsevier web site at http://elsevier.com/locate/permissions, and selecting. *Obtaining permission to use Elsevier material*

Notice
No responsibility is assumed by the publisher for any injury and/or damage to persons or property as a matter of products liability, negligence or otherwise, or from any use or operation of any methods, products, instructions or ideas contained in the material herein.

British Library Cataloguing in Publication Data
A catalogue record for this book is available from the British Library

Library of Congress Cataloging-in-Publication Data
A catalog record for this book is available from the Library of Congress

ISBN–13: 978-0-7506-8447-7

For information on all Butterworth-Heinemann publications visit our web site at books.elsevier.com

Typeset by Charon Tec Ltd (A Macmillan Company), Chennai, India
www.charontec.com

Printed and bound in the USA

06 07 08 09 10 10 9 8 7 6 5 4 3 2 1

Working together to grow libraries in developing countries
www.elsevier.com | www.bookaid.org | www.sabre.org
ELSEVIER BOOK AID International Sabre Foundation

Contents

Acknowledgements xi
Preface 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

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
Chapter questions 24

3 The event planning model: The event 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
Joanne 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
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

7 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

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

11 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 management settings 189
Activities for reflection 192
Application of four quadrants to personal development 193
Conclusion 194
Chapter questions 198

12 Conclusions 199
Lorne J. Adams

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

Index

Bidding 152–164
  bid dossier 152
  bid questionnaire 152–153
  candidature document 152–153
  critical factors in success 156–163
  feasibility study 152
  bid tour 155–156

Complexity theory 37–39, 41, 77–78, 92, 145
Communication 107–109, 162–2163
Contingency theory 38–39, 41, 64, 66–67, 77, 121, 145
Corporate social responsibility 27, 70–73
Cultural attunement 67

Decision making, the 3C's 108–109
Divergent thinking 108
Detail 81

Environmentalism 160
Evaluation 112–148
  analysis 140–148
  approaches 124–128
  difference between evaluation, research and assessment 115
  ethics 129
  formal 121
  formative 121
  informal 121
  life cycle 146
  questions/questionnaires 116, 132–136
  key purposes 114
  reports 128
  sample 136–139
  summative 121
  the 5 P's 122–123
Event
  governance 27, 34–36, 41–42
  structure 34–42, 65, 67
  types – traditional 2–3, 41–42
    niche 3–7, 41–42
Event Manager
  need for managers 7
  role as a facilitator 26–34, 46–47, 50, 54, 60–61, 63, 70, 76–78, 88, 91–92, 98, 100–103, 116, 119–120, 123–124, 136–137, 139, 146, 156, 160–161, 171–172, 175–76, 191–200
Experiential learning
  definition 182
  theory 182–186
  Wilber's integral approach 184–193

Facilitation 27–28
  – see event manager, role as a facilitator

Knowledge
  advancement 14–17, 104, 132, 201
  common 13–14, 17, 80, 112, 132, 153, 160, 164, 201
  facilitating knowledge transfer 33–34
  knowledge transfer race 10–12, 20, 23
  knowledge transfer strategy 20–22
  personal 183
  tacit 102

Meritocracy 66, 68

Network theory 88–89
Networks 22, 24, 27, 42–44, 65, 76
  activism 22–24
  alliance 77–78
  characteristics 44–45
  density 48–49
  design 77–78
  dyadic relationships 44
  flexibility effect 23, 32
  intraorganizational alliance 77
  nodes 44, 77, 79, 91
  relationships 47–50, 66

Operational plan 78–81
  contingency plan 89–90, 174
  detail 81
    level 1 planning 81
    level 2 planning 81
    level 3 planning 81
  deviations 103–107
    domino effect 104
  decisions 105–106
    dispersed process 105
    not preprogrammed 106
    preprogrammed 106
  format 79
  integration 88–89, 106
  implementation 98–99, 107–109
    conflict 108
    the 5 P's 102
  issues 91, 107
  network 79–80, 89, 90, 101, 105–107
  objectives 82
  production meeting 100
  refining 90
  scenarios 91–95
  scope control 101
  sequential 80
  team format 92
  weaving 80–81

Perspicacity 19, 24, 43
Planning model
  diagram 26
  event development phase 25–74
  event operational planning phase 75–96
  event implementation, monitoring and management phase 97–110
  event evaluation and renewal phase 111–149
Policy 61–63, 67
  Accountability and consequences 66
  definition 65
  goal 65
  procedural 65
  protocol 65
  types 62
  stages 63
Process theory 121

Quality 143, 166–179
  definitions 167–169
  guiding statements 175–178
  issues 171–175
  the five dimensions of service 143–144

Reflection
  – see experiential learning
Right to Play 72–73

Systems theory 37–38, 41, 120

Technocentric ideology 66

Volunteer(s) 27, 54–55, 65
  Accreditation 60–61
  assigning and scheduling 60
  benefits 55
  evaluation 144–145
  life cycle 57–60
  management 57–58
  program 57–61
  registration 59
  responsibilities 57
  screening 59
  tier one-executive 55
  tier two-managerial 55
  tier three-staging 55–56
  tier four-game-time 56
  training and orientation 60
  4 W's of volunteering 58

Wilber's All Quadrant integral model 184–193