

Strategic Event Creation

**Liz Sharples, Phil Crowther, Daryl May
and Chiara Orefice**



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Foreword

At one time all planned events emerged organically from the needs and desires of communities. But we now live in a world dominated by instrumentalism, wherein events of all kinds are conceived as instruments of government policy, corporate and industry strategy, entrepreneurs seeking profit, or the service objectives of not-for-profit organisations.

Organizations and destinations bid aggressively to attract events for their tourism and image-making value, while other events are created to fill gaps in ever-larger and more ambitious portfolios of events. The consumers of events have numerous choices, and indeed they expect their communities to offer a wide variety. Events of all kinds have been legitimized as essential ingredients in modern life.

Consequently, more and more stakeholders are involved in a complex environment shaping both the goals and design of festivals, sports, business and entertainment events, leading to a heightened requirement for professionalism in the events sector. These trends have been accompanied by increasing scrutiny of events by the media, citizens, lobby groups, and accountants representing funders and sponsors.

Events in the private sector must generate positive returns on investment, while those in the public sector, or receiving subsidies and support, must be justified in terms of their demonstrable public good and long-term legacies. Furthermore, there is an expectation that events will be green, strategies will emphasize sustainability, health and safety standards will be rigorously upheld, and corporations will behave in a responsible manner with regard to the community and environment. What a challenge!

This book, *Strategic Event Creation*, is therefore a timely and important contribution to the event-studies literature, and it should be required reading for all those involved in the planning, design, operation and evaluation of events. The contributors use the catchphrase 'outcome obsessed' to describe a new philosophy, one that imposes new standards and procedures, reflecting strategy, professionalism and accountability. Strategy must take into account the voices and needs of numerous stakeholders, and event professionals must be conscious of their complex environment and reflective concerning the outcomes of their actions.

Donald Getz, PhD, Professor Emeritus, The University of Calgary, author of the following books: *Festivals, Special Events and Tourism*; *Event Management and Event Tourism*; *Event Studies*; *Event Tourism*.

Preface

Changes in the wider environment have triggered a new normal for event creation. Heightened attendee expectations, a keener focus upon the return required by funders and wider stakeholders, and, of course, an ever more competitive event marketplace. Couple these with CSR, social media, globalisation and technology and the reasons event creation is now a strategic and multilayered responsibility are clear.

Strategic Event Creation is the contemporary textbook that recognises and articulates this changed reality for students and professionals. It moves away from an older paradigm of simply 'making events work' and managing inputs to show a sector that now needs to be: outcome obsessed, stakeholder centric, strategically focused and driven by strategically aware reflective professionals.

This text is based on a carefully designed framework which

- Delivers a clear overview of the key principles
- Integrates theory with industry voices, cases and the practitioner perspective
- Uses the lens of outcomes to anchor the role of inputs/processes/decisions/budgets
- Delivers clear learning summaries and highlights key questions for reflection

The broadly based and experienced author team are widely engaged with the events industry whose voice and insights inform the book throughout. It is designed to move students and professionals beyond event organising to Strategic Event Creation. As the event industry has progressed effective event operations become a prerequisite to exist rather than a recipe to succeed.

It will be an essential text for students studying Events, Festival, Conference and Exhibition Management at all levels, and also of significant use to a wide range of students in Tourism, Hospitality and Marketing. The practical 'real world' perspective means that it can help venue managers, event creators (across many areas), experiential marketing professionals and conference / training managers gain a broader understanding of the business context in which they are competing.

Contributing authors

Phil Crowther, Principal Lecturer, Sheffield Business School, Sheffield Hallam University

Phil enjoyed a career of eleven years working in senior general management roles within the leisure and tourism industries before he left to run his own consultancy business. Since joining the university in 2006 Phil has published within the area of events as strategic live communications and is currently competing his PhD in this area. In addition to his teaching commitments Phil also works heavily with industry, undertaking consultancy roles around the topic of events and strategy.

James Bostock, Senior Lecturer, Sheffield Business School

James joined Sheffield Hallam in 2009 from a background in teaching and management in higher education, of which he has over 10 years' experience. He has predominantly worked within public sector leisure facilities, but also has a wide range of experience of developing partnerships with leisure organisations. James is currently working towards his PhD, investigating how national sport governing bodies have responded to reductions in their funding and the possible impacts on stakeholders within the organisation. This research will investigate such issues as change management, stakeholder management and governance. Teaching and Research Interests: Strategic events policy; Leisure trusts and impacts on leisure provision; Change management within sport, leisure and event organisations; governance within national governing bodies; sustainability within the events sector.

Chiara Orefice, Senior Lecturer, Sheffield Business School

Before joining the university in 2008, Chiara acquired a wide ranging international experience in research and in events management working in the private and public sectors and in international organisations in Italy, Thailand, Switzerland, France, Belgium and the UK for about 15 years. Chiara is Course leader for the MSc International Events and Conference Management and the Sheffield Business School Erasmus coordinator. She is a member of the European Association of International Educators and of Meeting Professional International and is involved in international projects aimed at developing the role of event professionals. Her teaching and research interests are on event design and experience, return on investment and the value of meetings and events, the impact of culture in international events and the internationalisation of the event management curriculum.

Jonathan Moss, Graduate Tutor, Sheffield Business School

Jonathan Moss is a graduate tutor and will complete his PhD in September 2014; its focus is the event experience from a psycho-social perspective and has devel-

oped a spectrum model. He is testing this with a new approach, the Descriptive Sampling Method. Jonathan has become an active member of SHU's research community attending a number of conferences and is due to have this first paper published this year in Arts Marketing.

Dr Leah Donlan, Lecturer in Marketing, Manchester Business School,

Since completing her PhD in 2008, entitled *The Contribution of Sports Sponsorship to Consumer-Based Brand Equity*, Leah has researched and published work on sponsorship and brand building, sponsorship objectives and experiential sponsorship activation. Her ongoing research is in the area of experiential sponsorship activation and brand image transfer in sponsorship. Leah has also worked on consultancy projects for a variety of public and private sector organisations in the field of sport.

Gareth Roberts, Senior Lecturer, Sheffield Business School

Gareth Roberts is an academic practitioner - successfully combining industry experience with academic scholarship. He has worked in a variety of roles and sectors across the events and cultural industries for nearly 20 years. Specialist interests include outdoor festivals, community-led change, enterprise start-up and social media technologies. He has taught and supervised research at postgraduate and undergraduate levels, delivered learning activities in business and community settings and been responsible for developing innovative new curriculum for a diverse range of subjects including Cultural Entrepreneurship and Self Employment in the Creative Industries. Teaching responsibilities currently include Events Business and Venues Management, Leisure and Risk and Event Safety Management.

David Strafford, Lecturer, Sheffield Business School

David teaches on the Undergraduate Events Management course, and is currently completing his MSc in International Events and Conference Management and Post Graduate Certificate in Learning and Teaching in Higher Education. His undergraduate degree was in Economics and Politics from the University of Sheffield, graduating in 1998.

David has worked in the Events Industry for over 15 years, mainly in the late night entertainment and nightclub sector. For 11 years he was the Senior Events Manager at Sheffield University Students' Union, consistently voted the Number One Students' Union in the UK. He still maintains industry experience, through part-time Event and Tour Management work for BBC Learning, including tours in recent years for C-Beebies characters Mr Bloom and Rastamouse; and is managing this year's BBC Regions' World War One At Home tour, which commemorates 100 years since the outbreak of the war in 1914.

Prof Colin Beard, Professor, Sheffield Business School

Professor Beard is a professor of, and holds a PhD in, experiential learning. He originally trained as a zoologist. He was awarded a UK National Teaching

Fellowship in 2005. He is a Fellow of the Royal Society of Arts, and a Chartered Fellow of the CIPD. He is the owner of a consulting business Experience - the difference. He works with many corporate and public bodies on individual and organisational learning. He has written numerous international books and journal articles on experiential learning. More details can be found on his website: Colinbeard.co.uk

Jane Tattersall, Senior Lecturer, Sheffield Business School

A third generation entrepreneur, Jane became self employed aged 19 and in 1998 she became the Managing Director of a fashion footwear retail company and in 2005 co founded a Social Enterprise that helped change the lives of young people through challenging outdoor adventure events, funded by the delivery of corporate and third sector outdoor management development and training activities, conferences and events consultancy to many large clients. Since 2008 Jane has worked as a Senior Lecturer in Events at Sheffield Hallam University and is currently Course Leader for BSc (Hons) Events Management Her teaching and research passion focuses on the development valuable Graduate skills and knowledge for the events sector through experiential and entrepreneurial learning opportunities in the classroom and through work with real clients.

Richard Cooper, Senior Lecturer, Events Team, Sheffield Business School

Richard started by working in sports retailing and outdoor education in the UK and France before moving into project management. This included working on a range of projects from developing a major sports tourism attraction to public art installations. Since moving into higher education in 1999, as well as teaching on UK based courses, he has worked on developing Internet delivered distance learning courses, as well as developing and delivering UG and PG courses in Singapore and Hong Kong. He is an active outdoor sportsman, being involved in the running of a number of sports events, as well as researching and evaluating sports events with the Sport Industry Research Centre at Sheffield Hallam.

Liz Sharples, Principal Lecturer, Sheffield Business School

Liz has worked as an academic at Sheffield Hallam University for 28 years. She first taught Food and Beverage Management for the Hospitality Subject group and now is Subject Team Leader for the Events Management group within the Business School. Previously she worked as a Catering Officer in the public sector and as a Hotel Manager for the Jarvis Hotel group. Liz's personal research and consultancy area lies in the area of Food and Wine Tourism and Food and Wine Festivals and Events. She is particularly interested in the role that local food plays in events, celebration, communities and the wider environment. She has published at an International level with a wide range of collaborators, her most recent book being 'Food and Wine Festivals around the World', co-edited with Michael Hall and published by Elsevier in 2008. She is a regular presenter/key note speaker at national and international conferences, and has acted as an advisor/consultant to a number of national organisations. Currently she sits as

Vice Chair on the Regional Advisory Board of the National Trust for Yorkshire and the North East and is an advisor to the Ludlow Marches Food and Drink Festival in Shropshire. Liz is also a member of the Editorial Board of the British Food Journal.

Dr Richard Tresidder, Senior Lecturer, Sheffield Business School

Dr Richard Tresidder teaches marketing on the MSc programmes within the Centre for Tourism, Hospitality and Events Research the Sheffield Business School. His research interests are in how people interpret marketing campaigns and in particular how signs and images give meaning to the experiences that surround tourism, hospitality, food and events. Richard has managed and undertaken research for many organisations including the Deputy Prime Ministers' Office, the Rural Development Commission and the National Trust.

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Dr Craig Hirst sits in the Food and Nutrition group of the Sheffield Business School and co-leads the core marketing module of the Tourism, Hospitality, Events and Food Masters programme. His research interests lay in marketing and consumer behaviour and particularly in the socio-cultural dynamics of marketing and consumption and the production of the marketplace more generally. While primarily applying his ideas to food, Craig's interests span Events, Tourism, and Hospitality.

Stewart Hilland, Senior Lecturer, Sheffield Business School

Stewart Hilland has a senior management background in education and has organised a wide range of exhibitions, conferences, ceremonies and international sports and arts events within the education sector. He has worked in the UK, Switzerland and South-East Asia. In 2006, Stewart was awarded an MSc with distinction from the UK Centre for Events Management at Leeds Metropolitan University and received a prize for outstanding academic achievement. He has been part of the Events Management teaching team at Sheffield Hallam University since 2008 and currently he leads on modules relating to business research methods and events policy and planning. Stewart's research interests centre on public sector event delivery and outcomes as well as the teaching, learning and the assessment of student performance in the higher education classroom.

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Katrin Sif Stefansdottir enjoyed a career within finance and budget planning and evaluation following a degree in Economics from the University of Iceland. After five years of finance work she progressed and gained a MSc. in International Events and Conference Management from Sheffield Hallam University, UK. She is currently working on her PhD at the same university researching event evaluation and business event attendees' experience.

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Anjalina Pradhan is a MSc. in International Events and Conference Management from Sheffield Hallam University, UK, currently working with UBM India Pvt. Ltd. She has worked in parts of India, Nepal and the UK in various roles and industries around travel and tourism, hospitality and marketing. Anjalina takes great interest in reading about learning and delegate engagement in conferences, meeting architecture and content formats, tourism development and culture.

Dr Daryl May, Principal Lecturer, Sheffield Hallam University

Daryl has been conducting research and teaching at Sheffield Hallam University since 2001. His research focus has primarily been on facilities management in the NHS, and specifically workforce development for facilities staff and how to assess the impact of facilities management in terms of health outcomes. Daryl is the Postgraduate Programme Leader for Department of Service Sector in the Sheffield Business School and an executive member of the Association of Events Management Educators (AEME). Prior to working at Sheffield Hallam University, Daryl worked for the Department of Health as a facilities manager.

Lindsey May, Associate Lecturer, Sheffield Hallam University

Lindsey has been teaching with the Events Management team at SHU since 2012, having graduated as a mature student with a first class degree in Public Health Nutrition. She has an industry background in financial management and her current research interests include the impact of major sporting events on the host community's long term physical activity levels and lifestyles. Lindsey is currently completing a masters degree in Sport Business Management, her events management experience stems from involvement in corporate, cycling, sports and nutrition event work.

Howard Lyons, Visiting Fellow, Sheffield Business School

Howard Lyons works with the Events Management Team. Howard recently entered his fifth decade being involved with events management education although the area has been formally recognised by name in the UK for about half that time. His longitudinal view of the events management sector approaches a century and extends to the mid or end of the twenty first century through his decade of involvement with the UK Government Technology Foresight Programme and serving as a member of the Future Analysts Network. Howard is research active in festivals, and in the tertiary businesses associated with Neighbourhood Planning. As an academic he has been a member of faculty at Sheffield Hallam University, a Visiting Fellow at the University of Exeter Business School, and Visiting Professor at North American and European Business Schools. He is also actively involved with Academic Journal refereeing and has a long list of publications. Commercially he has had an on-going involvement in a variety of commercial and consulting firms. However his primary business interests include senior management development in strategy and futures for events, and negotiating skills, as well as small business mentoring.

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