

CONTEMPORARY ISSUES FOR EVENTS



CLAIRE DRAKELEY
TIM BROWN



Dedication

To our fathers, **Stephen Drakeley** (1951–2024) and **Colin Brown** (1949–2025), whose wisdom, strength, and support shaped the people we have become.

This book is dedicated to their memory, with love and gratitude.

— Claire Drakeley & Tim Brown

Contemporary Issues in Event Management

Claire Drakeley and Tim Brown



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The Events Management Theory and Methods Series

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Introduction to the Events Management Theory and Methods Series

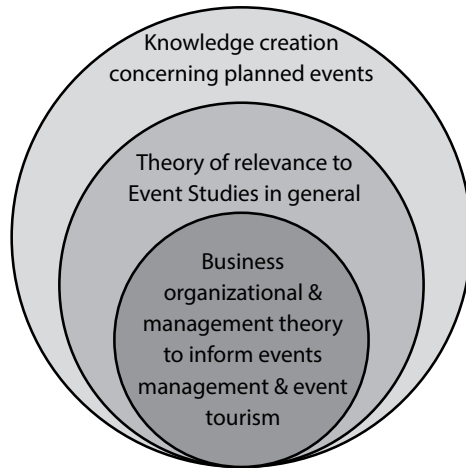
Event management as a field of study and professional practice has its textbooks with plenty of models and advice, a body of knowledge (EMBOK), competency standards (MBECS) and professional associations with their codes of conduct. But to what extent is it truly an applied management field? In other 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, although increasingly events and managed event portfolios meet more diverse goals for cities and countries. While the economic aspects have been well developed, especially economic impact assessment and forecasting, the application of management theory to event tourism has 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-profits. Inevitably, we will have to be selective.

The starting point is theory. Scientific theory must both explain a phenomenon, and be able to predict what will happen. Experiments are the dominant form of classical theory development. But for management, predictive capabilities are usually lacking; 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. Models, frameworks, concepts and sets of propositions are all part of this development.

The following diagram illustrates this approach. All knowledge creation has potential application to management, as does theory from any discipline or field. The critical factor for this series is how the theory and related methods can be applied. In the core of this diagram are management and business theories which are the most directly pertinent, and they are often derived from foundation disciplines.



All the books in this series will be relatively short, and similarly structured. They are designed to be used by teachers 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 of chapters 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 written by researchers and/or practitioners, and contain methods that can be used effectively in the real world.

Preface

The events industry pervades almost every aspect of our economies, creating opportunities for strategic engagement, supporting commercial growth, and delivering experiences that draw communities together. Although events management as a profession (and an academic subject) has only been recognised in the last 30 years, events have been part of our society for centuries, evolving and adapting to the changing needs and wants of our communities, businesses and wider organisations. As such, there is a constant influx of issues arising as the events industry adjusts to new paradigms and challenges.

Understanding and evaluating these issues is vital to successfully navigate the contemporary environment for event managers. Challenges may arise that are crisis-driven and require skill, resources and resilience to address; others are longer-term developments that respond to emerging shifts in stakeholder expectations, needs and policy. The latter requires the event professional to have a high awareness of the broad external environment and to evaluate the potential severity and likelihood of the impact of changes in that environment.

This book has developed from that need for awareness and evaluation to draw together a range of those contemporary issues, with the aim of helping event professionals and students (both current and aspiring) to navigate and explore the opportunities and challenges. By expanding our perspectives and understanding of current and future issues, this text enables us to apply that understanding to practice, reducing the negative impacts of ignoring or misinterpreting these emerging issues, and opening opportunities to enhance event experiences, support effective management practices, and gain strategic impact and advantage.

Contemporary Issues in Event Management adds to the ongoing critical event studies catalogue and dialogue, drawing together a range of themes and topics, some of which have been explored in much depth and some of which are new areas for discussion. This book is designed to build knowledge, enhance management learning, and develop practitioner / academic expertise in optimizing our consideration and response to current and emerging issues.

Whilst the event industry has evolved rapidly in the last 30 years, with a subsequent growth of education and professionalism, there are still gaps emerging regarding knowledge and skills for managing events and event experiences in response to the changing external and internal environments. This book has been written for events industry practitioners, and for lecturers and students on events management, hospitality, leisure management, marketing, digital marketing, or tourism management courses. Each chapter is designed to explore different contemporary issues in events and how we can develop our knowledge and understanding to enable us to strategically and practically anticipate, engage with and respond to these challenges and opportunities. The examples represent a broad international mix, including examples from the United Kingdom, Australia, India, China, Mexico, and Iran, as well as via the Metaverse.

We have ordered the chapters in relation to four key themes:

- 1 Emerging practices in events
- 2 Advancing event operations
- 3 Engaging stakeholders
- 4 Evolving employment practices

Each chapter considers the application of the issue in a specific context through case studies or examples. It then identifies what can be learned from these and suggests how this learning can be applied, in order to better prepare for and responds to these issues. This approach should be useful to event practitioners seeking insights into problems they may be facing in both strategic and operational areas of practice.

The first section, including chapters 1, 2 and 3, focuses on changes in the practice of event management and event management education.

Chapter 1, *Multiplicity of events: towards a new model of events in practice*, provides insights into how the practice of events management is structured within existing frameworks evolving from the EMBOK model and how this has evolved and can be examined from a new perspective on the practice of managing events.

Chapter 2, *Metaverse: a new landscape for sports events*, explores how the Metaverse creates new opportunities for engagement and activation for sports events, diversifying beyond the core fixture.

Chapter 3, *Virtual assessments: tools for enhancing event management employability skills*, considers the opportunity of using technology to create engaging skill development experiences within the assessment process and how this is a tool that can be applied effectively in industry.

Chapters 4, 5, 6, 7 and 8 are associated with issues relating to enhancing event operations and addressing issues arising from the delivery of event experiences.

Chapter 4, *Edutainment and experiential learning: a case study of ideation in Macao*, explores how learning and enjoyment can be integrated to deepen individual and social impact and value, using the case study of Idea-cation.

Chapter 5, *Lessons learned during times of uncertainty: cultural festivals in Mexico*, investigates how cultural festivals adapted to the impact of the Covid-19 pandemic and the decision-making approaches used.

Chapter 6, *Exploring industry standards for outdoor events*, identifies the increasing need for industry standards and how they can help to develop and deliver impactful event experiences.

Chapter 7, *Eco-friendly event venues: navigating sustainable choices for gatherings*, considers the importance of sustainability throughout the event planning process, focusing on the venue or location at the core of the operational response to the challenge of climate change.

Chapter 8, *Is there a doctor in the house: The challenges of medical provision for events*, evaluates the responsibility that event managers have for assessing and managing medical provision and the lack of robust guidance or standards.

Chapters 9 and 10 explore the issues and opportunities of engaging stakeholders through the event management process and on a national and global scale.

Chapter 9, *The Stakeholder Sandwich: Mapping stakeholders for festivals and events*, presents the Stakeholder Sandwich model and its application in practice for understanding the wider stakeholder environment and management approaches.

Chapter 10, *Hashtags: #SocialMediaEngagement in the context of #LocalEvents*, considers the role of social media engagement for community-focused events and how the impact and engagement can be broadened beyond the immediate attendance.

The final section, Chapters 11, 12, and 13, focuses on the event industry as an employer and the issues that arise in relation to working practices, inclusion and equality.

Chapter 11, *Equality, diversity, and inclusion in the events industry*, investigates the current engagement with diversity and inclusion in the events sector and the relevance of this issue in future planning and development.

Chapter 12, *Employment practices in events: precarious working conditions and risks of severe exploitation*, highlights some of the exploitative practices within the industry that fail our duty of care to our teams, staff and volunteers, and articulates the importance of addressing these issues to support future viability.

Chapter 13, *Race to equality*, evaluates gender inequality in motorsport events and how this has become 'normal'. The chapter discusses a range of initiatives to address this issue as well as guard against the normalisation of such inequality in the events sector more broadly.

Through exploring and examining these contemporary issues, including sustainability, technology, stakeholder engagement, employment, inclusion, and marketing, we hope that those engaged with events will appreciate the value in learning from these emerging fields, in order to better develop practice, and most critically to enhance the event experience.

Tim Brown and Claire Drakeley

Who is this book for?

- ◆ Event professionals, including venue management, production teams and marketing professionals, who are keen to engage with current issues and trends in their practice.
- ◆ Students of event management who are preparing for a career in events or related industries.
- ◆ Local, regional, or national Government departments involved in developing and managing events.
- ◆ Trainers, teachers, and lecturers in the fields of events management, tourism, hospitality, marketing, or digital marketing.
- ◆ Academics and researchers exploring the theoretical underpinning and practical application of contemporary issues in events, tourism, hospitality, as well as marketing and digital marketing.
- ◆ Readers interested in the application of theory to their everyday world.

Editors

Dr Tim Brown is an Associate Professor and Head of Division for Marketing and Professional Development at Chester Business School. Tim has over 15 years of experience working in the events industry and continues to consult and oversee major events. During Tim's time in the industry, he has delivered hundreds of events regionally, nationally, and internationally. The events he has been involved with range from large-scale conferences, dinners, and award ceremonies to hospitality and charitable events. Some of the biggest events he has delivered include high-profile projects such as the hospitality for the Opening of Capital of Culture, Boodles Nations Cup Tennis, Annual Tourism Awards, MIPIM in Cannes, and the corporate hospitality for 1,500 people at the Paul McCartney 'Liverpool Sound' Concert. Since 2009 has taught subjects ranging from events operations, logistics of events, and event fundraising. Tim completed his PhD in 2018 and his research focused on charity fundraising events. His research areas include: event planning; event marketing and promotion; charity fundraising events; event evaluation; event budgeting; event safety; event creativity; and virtual events.

Claire Drakeley is Programme Leader for the BA (Hons) Events Management courses at the University of Northampton and Deputy Head of Subject for Events, Tourism & Hospitality. Claire is a published author and consultant specialising in risk management, contemporary issues, decision making, event production, experience design and business strategy. Prior to joining the University, Claire was Head of Enterprises & Events for English National Ballet. In 2007, Claire founded Mackerel Sky Events, a creative events agency based in the Southwest, delivering a vast range of event projects including Agile on the Beach, City of Lights and Bloodhound SSC. Claire continues to deliver her freelance portfolio including collaborations with the British Science Festival and the Imperial War Museum. Claire holds a BSc (Hons) Mathematics and an MBA and is working on several research projects, including her PhD, modelling on-event decision making using game theory and econometrics, and the use of simulation as a pedagogic tool in events management.

Contributors

Kevin Chambers has worked in the events industry for 30 years both in the cultural and corporate sectors. During his career he has worked at both the British and Monaco F1 Grand Prix. Since 2017 he has also had an academic career supporting students on Events Management courses at De Montfort University, Solent University, and Arts University Bournemouth.

Dr Ubaldino Couto is an assistant professor in festivals and events. He specialises in festivals and events, with a keen interest in diaspora and identity; equity, diversity and inclusion; safeguarding cultural festivals and sports events. Dr Couto's research aims to contribute to the UNSDGs in the context of events.

Deepak Deepak is a PhD research scholar in the Department of Tourism & Hotel Management at the Central University of Haryana, Mahendergarh, under the

supervision of Dr. Amit Kumar. Previously, he had over 2 years of experience in industry and academia. His research interests are broad and varied, but he is particularly interested in wellness, sustainability, and religious and event-based tourism.

Dr Ashley Garlick has over twelve years' experience teaching event management at Undergraduate and Postgraduate levels. His research focuses on strategy, risk, and events. Ashley has a professional background in licensed retail management and live events and has been directly involved in the event medical provision at some of the largest events in the UK, including concerts, festivals, celebration, and sporting events.

Seyyed Iman Ghaffarisadr is a PhD student in Sports Management at the University of Mohaghegh Ardabili Iran. He has a master's degree in sport management from the University of Kurdistan in 2012. He teaches Physical Education in schools. His main field of study is digital marketing and media. He has published some articles in Iranian and international journals, and some chapters in international books.

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Gary W. Kerr is Professor of Festival & Event Management at Edinburgh Napier University's Business School. Gary leads a multi-disciplinary team researching how festivals and events can become more accessible for people living with dementia. Having completed his training in Medical Genetics, Gary's first PhD was in biological sciences and his second PhD was in the critical study of science festivals. Gary is Co-Chair of the Young Academy of Scotland, a Member of the Global Young Academy, the Advisory Committee at British Council Scotland and

the Advisory Board for Creative Economies at the Scottish Graduate School for Arts and Humanities, and a Guest Curator at Cheltenham Science Festival. An experienced charity chair and trustee, he is a Member of the Institute of Directors. He is a Senior Fellow of the Higher Education Academy, a Certified Business & Management Educator, and Fellow of Enterprise Educators UK.

Andrew Lansley is Innovation Manager for Cheltenham Festivals, Senior Academic at the University of Gloucestershire and coordinator for the Cheltenham Culture Board. He has worked for almost 30 years in cross sector roles including events, academia, politics, broadcast and innovation. Leading on research and project delivery within creative ecosystems, event sustainability, artist accessibility and the future of cultural placemaking, he now runs a neurodivergent consultancy that specialises in intersectional, regenerative projects around the UK and beyond. He is a trustee for Youth Music and Global Local and in his spare time performs as double bassist with Thrill Collins.

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Dr Weng Si (Clara) Lei is an assistant professor in events. She received her PhD in International Business from the University of Leeds. Her research interests are on festivals and events, and management education. Prior to stepping into academia, Clara worked in the industries for some years, mostly in marketing and management.

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projects. He is an editorial board member of *Tourism Planning and Development* and the *International Journal of Sustainable Development Research*, and a reviewer for several SSCI journals. He has twice been awarded for best conference paper. His vision is that new technologies can be applied to enhance the quality of life in the community and visitors' experience, making our lives easier, faster, and better.

Leonie Lockstone-Binney is professor in the Department of Tourism, Sport and Hotel Management at Griffith University, and an internationally recognised researcher on mega and major event volunteering and legacies. Leonie has twice received funding from the IOC's Advanced Olympic Research Grants program to conduct cutting-edge research related to volunteering legacies (Sydney 2000 and London 2012 Olympic Games) and event hosting legacies of all Summer and Winter Games from 1988 through to 2000. Leonie has recently co-led the development of the Gold Coast Major Events Strategy 2022-27 and has previously conducted major events research in relation to the 2006 Melbourne Commonwealth Games, the 2007 FINA World Swimming Championships and the 2011 Rugby World Cup.

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Domingo Martínez is a postdoctoral researcher at the International Human Genome Research Laboratory at UNAM Juriquilla. His background is transdisciplinary, encompassing economics, tourism and social studies, bioinformatics, data science and neuroscience. Currently, he is a data analyst for the Mexican Lupus Registry. He has taught several data science courses in genomic sciences, neurosciences, and technology at the National Autonomous University of Mexico. Currently, he is a bioinformatics instructor in the series of courses offered by the National Institute of Genomic Medicine and the International Human Genome Research Laboratory. He is also a member of the National System of Researchers.

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Karen Radcliffe is a senior lecturer and year manager for the Events Management BA (Hons) course at Manchester Metropolitan University. She has over 35+ years' experience working in the events industry in various roles and still currently working as a festival operations manager for Greenbelt Festival. Her key areas of interest are live music/ outdoor events and festivals, and her teaching involves her sharing this passion, both in an academic setting and with industry engagement and assessment. Giving students the opportunity to learn from life experiences and practical contexts is hugely important for such a vocational course.

Charlotte Rowley has worked in the events industry for 20 years, in a variety of sectors including music festivals and weddings. She has been teaching Events Management at Sheffield Hallam University since 2012 and has a keen interest in EDI in the events industry with particular focus on improving access and inclusion for employees.

Dr Driselda Sánchez-Aguirre holds a PhD in economic-management sciences. She currently works at the National School of Earth Sciences in UNAM, Mexico. She is a member of the Mexican national system of researchers (SNII) level I. She is part of the network of women researchers for open science (MInCA), co-founder of RLadies Queretaro chapter and co-coordinator of the International Seminar Space, Culture, and Tourism (SECyT). She has more than ten years of teaching experience at undergraduate and graduate level. Her line of research focuses on the study of tourism, festivals, and heritage. She has more than 10 publications on this line, including scientific articles and book chapters.

Katie Shaughnessy completed her undergraduate degree in Events Management at Arts University Bournemouth in 2023. She then continued her studies and achieved an MA in The Business of Motorsport at The National Motorsport Academy Business School in 2024. Katie has always been an avid fan of motorsport and the representation of all groups of people who engage with the sport is something that she is incredibly passionate about. She is pursuing a career in the motorsports industry and is excited for what the future holds.

Kevin Wallace is a practitioner-researcher with over 30 year's experience of the cultural sector in the UK and Australia. He has worked for a number of local councils on a range of large-scale public events in a variety of arts development and events producer roles. He holds a MSc in Event Management from University of Derby and is studying for a PhD at University of Technology Sydney. He has researched stakeholders in events for almost 10 years, focusing on the intersection

Contributors

of stakeholder theory, project management and event management to understand the complexities of stakeholder management in festivals and events. As an early career researcher he has published in journals and conference proceedings and is a reviewer for *Event Management* international journal.

