

Event Evaluation

Instructor's Manual

9: Evaluating The Organization (II)

This is the instructor's manual produced to accompany the book *Event Evaluation: Theory and Methods for Events and Tourism*, by Donald Getz, 2018, published by Goodfellow Publishers Ltd.

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Lecture 17

For each of the management functions being discussed there is a figure with suggested goals and sample KPIs. These can only be a starting point for users, as the context will determine what exactly is needed.

9.1 Design (p.97)

In Figure 9.1 design is sub-divided into these categories: programme, setting, service, and consumables. Each of these is also subject to quality evaluation, as discussed later.

9.2 Management and decision-support information systems; knowledge management (p.99)

Evaluation is an integral part of these systems. Knowledge in this context is linked to the “learning organization”.

9.3 Financial management and business planning (p.99)

Effectiveness and efficiency are critical in evaluation, so learners need to be able to make a clear distinction. The usual ratios employed in financial accounting can be discussed here, although I see that as another specialization more akin to accounting.

9.4 Risk management

The main focus has always been on identifying hazards, then evaluating risks (i.e., the consequences of something going wrong or of an external influence like the weather) and then applying one or more of the well-known risk management strategies. Accordingly, assigning probabilities to risks is part of evaluation but can only be done on the basis of experience and/or documentation from the events and tourism fields.

This section has to be complemented with consideration of how risk enters forecasting and therefore into logic models. When predicting outputs and impacts we often have to tolerate a degree of risk, and that becomes an important factor in decision making.

Exercise:

Consider the risks associated with logic models, namely the uncertainty that must accompany any theory-based or goal-driven plan to have an event deliver specified outputs. What risks should event producers be willing to take becomes a key question, and how can evaluation aid in making these difficult decisions? Take any of the known hazards related to nature (e.g. the weather,) bad management (such as mistakes made by poorly trained volunteers) or unanticipated external influences like competition, and make a list of what risks should never be accepted, and another of what might be accepted, by considering both the probability of occurrence and potential severity consequences. Now, specify what evaluation can contribute to risk reduction for any items on these lists.

Lecture 18

9.5 Human resources (p.102)

This is an introduction to Chapter 12 which is totally devoted to evaluation of human resources.

9.6 Marketing and communications (p.103)

Exercise:

For each of the marketing mix elements* on p. 104, Fig. 9.6 specify evaluation methods and metrics. For example, for "product" (which we can describe as "experiences") what does the evaluator want to know? In fact, experience evaluation is discussed fully in Chapter 10, but the other elements are not. How are we to evaluate place, or price, or partnerships? Use one or more of the models in the book and adapt it to these topics. * I use eight Ps, following: Morrison, A. (1995), *Hospitality and Travel Marketing*, second edition. Albany NY: Delmar.

9.7 'Greening' and sustainability

Figure 9.7 on P. 105 provides details from the Getz (2017) article concerning a framework for sustainable eventful cities.

Exercise:

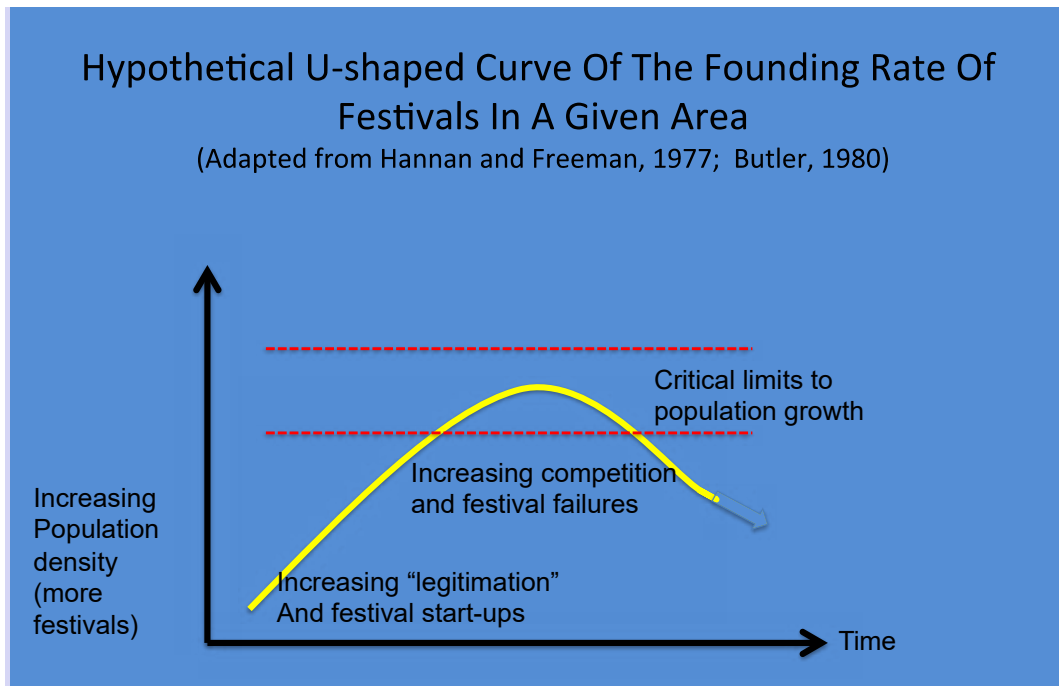
Have groups take one or more of the goal sets in Figure 9.7 (e.g. from "air" to "safety and security"), and considering both the suggested goals and KPIs, describe the data types and sources for each. For example, where will data on events and air or water quality/quantity come from? Who is responsible for monitoring the relationship between events, tourism and crime or terrorism? This is a very difficult evaluation system to design and implement, and that is the point.

9.8 Social responsibility (CSR) (p.106)

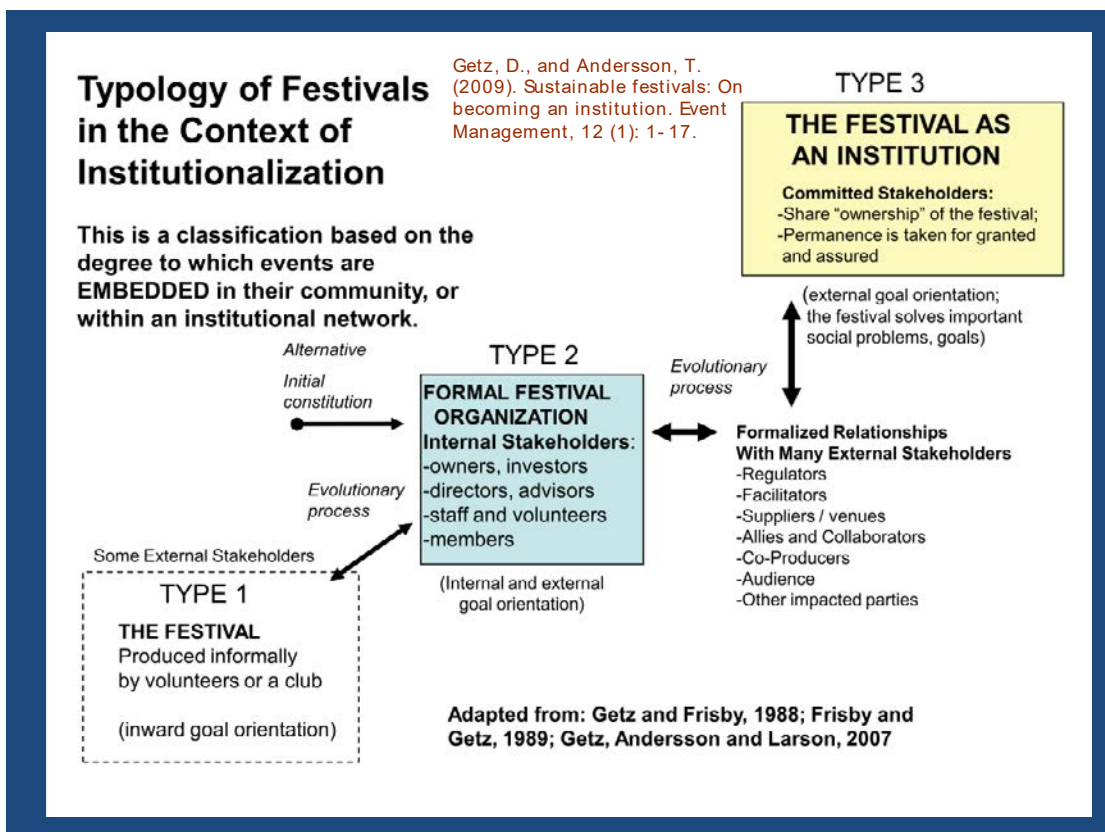
CSR is a very big topic, and the discussion can be linked to several other topics in the book including social license to operate, ethics, sustainability, and value perspectives.

9.9 Life-cycles and evaluation (p.107)

When evaluating organisations it is necessary to keep in mind that they evolve. The event life cycle is discussed, and evaluators might also want to consider organizational ecology, institutionalization processes, corporate culture, learning organisations, and various evolutionary theories such as found in economics. The diagram below illustrates how a population of events might rise and fall, in other words a life-cycle model for all events in an area (see the article: Getz, D., and Andersson, T. (2016). Analysing whole populations of festivals and events: An application of organizational ecology. *Journal of Policy Research in Tourism, Leisure & Events*, 8 (3), 249-273.)



In the next diagram another evolutionary model is provided, this one pertaining to the institutionalization process in which festivals might gradually achieve institutional status, but at the expense of a degree of autonomy. The source is on the diagram.



The topic of Event Stakeholders will be fully explored in another book in this series. Stakeholder theory applied to events has been examined in many places, including:

Parent, M. and Chappellet, J-L. (eds.)(2015), *The Routledge Handbook of Sports Events Management*. London: Routledge.

Van Niekerk, M., & Getz, D. (2016). The identification and differentiation of festival stakeholders. *Event Management*, 20, 419–431.

Questions

Q: How can the management functions of an event or tourism organization be evaluated? (any of the discussed management functions could be named)

A: Organisational evaluation, including all the management functions, should begin with implementation of a system like the Balanced Scorecard or the Event Compass. Application of ISO standards is also a possible starting point, applying the IOS principles. Specific challenges, goals and KPIs applying to each management function could be mentioned for a really good answer, or in an essay.

Q: Do you believe that events naturally follow a life cycle from creation to termination? Explain your answer by referring to evolutionary models.

A: Probably they only had the life-cycle model to discuss, and the answer should explain the stages and related uncertainty, and how it is used in planning. There is no right answer. This could also become an essay by asking students to work through an example of the standard product life-cycle model, together with specifying indicators to be used by evaluators and strategic planners to know where they are along the cycle and what to do about it.

Essay Style

Q: What are the technical and creative elements of event design, and how can they be evaluated?

A: There are many definitions of design that could be offered, but I think they all embody the notion that it is both a problem-solving or technical process and artistic/creative. In an essay these two aspects of design should be discussed for events; give examples such as site planning being both a logistics exercise (getting all flows of goods, people, and communications to work) and an experience-shaping, awe-inspiring, surprising and delightful artistic creation. Evaluating the technical side should be straight-forward, including evaluation of assigned tasks, and deviations from specifications. As to evaluation of the creative/artistic elements, customer feedback will be critical but participant observation can also be used to gauge the responses of people to stimuli and design features.

Q: For each of the main elements in sustainability planning indicate how social responsibility is to be evaluated.

A: Sections 9.7 and 9.8, including Figures 9.7 and 9.8, have to be merged for this answer. The action elements in Fig. 9.7 (air, water, etc.) include suggested goals and KPIs, but social responsibility implications have to be deduced. First explain the action plan, then define social responsibility, and finally work through the action plan elements to suggest how SR is to be evaluated. One example could be Food: monitor the amount and types of food wasted at events and determine what could be done with any surplus to aid the poor and hungry. Some events have eliminated alcohol or meat - is that an example?

Q: Use three or more indicators of sustainability, financial viability and consumer relevance to assess the life-cycle of an event.

A: An event or event type can be specified. it has to be a periodic event, although not necessarily one that is fixed in one place. Describe the life-cycle model, then suggest how strategists could evaluate the event's evolution by using these types of indicator. A sustainability indicator could be: degree of political and funding commitment from local government, on the premise that becoming a permanent institution with guaranteed support means the event is attaining important social and environmental goals. For financial viability a privately-owner event would want increasing profits, whereas a service-oriented event would measure return on objectives (or goals) such as amount of money raised for charity, or improving social conditions. Consumer-related indicators are plentiful, such as: number of repeat customers versus first-timers (you need to