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# **Events Management and Research:** *towards a research agenda*

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# INTRODUCTION and AGENDA

- Discuss the basis for a research agenda:
  - What is events management research
  - Some of the research priorities.
  - Who should be involved
- Through some examples of research will demonstrate the practical as well as theoretical value of research in this field.
- Initiate the development of your events management research agenda



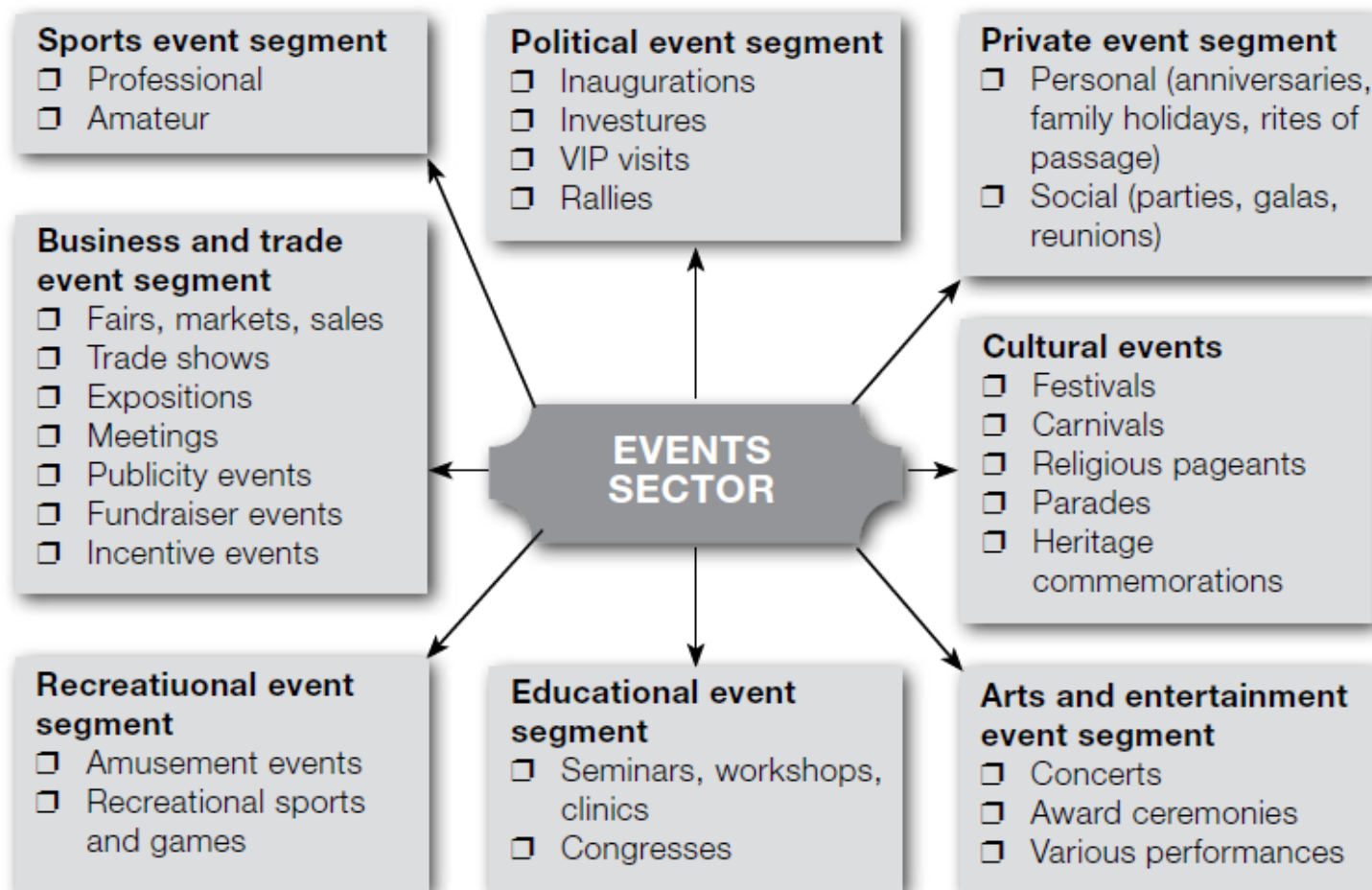
# Researching Events Management

- Creating **new knowledge through research** is a significant link between academia and industry, providing:
  - **students with learning opportunities**
  - **industry practitioners with data**
  - **serves as a foundation** for good decision making, event development, and strategies for continuous improvement.
  - **used in the management of events** that may be customised to meet the needs of various cultures, governments, education programmes, and organisations.

# DEFINING THE ACADEMIC FIELD OF EVENTS MANAGEMENT

- Is there an **identifiable body of knowledge and skills** that defines events management as a separate field of study or emerging profession?
- What **commonalties** are there among the various **types of events** and their professional associations?

# TYPOLOGY OF PLANNED EVENTS



# OVERLAPS AND INTERDEPENDENCIES

- Conventions often include trade shows
- Olympics always encompass art festivals
- periodic sport events have become festivals
- resorts, hotels, recreation facilities and attractions
- host many types of event
- festivals typically include sports, recreation, sales,
- exhibits, concerts, hospitality for sponsors
- fund-raising events can be of any type in any setting

# RESEARCH IMPLICATIONS

1. **management-based research** is necessary (business, public administration and not-for-profit perspectives)
2. research is needed on **unique elements of planned events**, commonalities and differences
3. research needed on the **issues related to specific event types** (e.g., demand for events) **and settings** (e.g., managing a convention centre)



# DISCIPLINARY PERSPECTIVES

- Many **other disciplines and fields must contribute** to events management.
- **Each brings its own perspectives** on theory, methods and research needs or priorities.
- There is a **need to attract more experts from other fields** to apply their knowledge and skills to events.

# MAJOR THEMES OF PAPERS

Two main databases searched : “Leisuretourism.com” and “Hospitality and Tourism Index” (Getz, 2010)

# The Core Phenomenon (n=134):

## Themes in Experiences and Meanings

- Political and social/cultural meanings and discourse; social change
- Authenticity (identity, commercialization, commodification)
- Community, cultural, place identity and attachment
- Communitas, social cohesion, sociability
- Festivity, liminality, the carnivalesque
- Rites and rituals; religion
- Pilgrimage
- Myths and symbols
- Spectacle

# Research Gaps and Priorities: The Core Phenomenon

- Most of what we know about the event experiences, and the meanings attached, is drawn from the classical discourse and the disciplines of cultural anthropology and sociology.
- **Leisure research and theory should make a bigger contribution,** as well as environmental psychology.
- **Event designers have traditionally relied on the arts** when it comes to creativity and programming, but event design encompasses much more.
- The goal has to be a **unified theory of event experiences.** As well, the value or worth of events and other celebrations has to be conceptualized in terms other than those found in the event tourism discourse, with emphasis on personal, societal and cultural contributions.



# Antecedents (n=57):

participation in events, or demand for them

- Motivations to attend events (including demand, decision-making, segmentation; non- attendance, social identity and attendance)
- Constraints on attendance (non attendance)

# Research Gaps and Priorities: Antecedents

- An **over-emphasis on consumer-behaviour theory and methods** is limiting theoretical advancement in understanding antecedents for attending or participating in event.
- Even so, little of this line of research, which seems **pre-occupied with elaborate model building and testing, actually deals with how choices are made.**
- More importantly, **constraints have not been explored systematically, nor across cultures and social groups.**

# Outcomes and the Impacted (n=132)

- Economic impacts:
  - event tourism and attracting tourists; tourist expenditure; multiplier effects; econometric modelling; contributions to economic and regional development; tax effects; displacement effects
- Social and cultural impacts:
  - social impact assessment; resident perceptions and attitudes towards festivals/events; influences on leisure; community identity and cohesion; disruption and loss of privacy; crime and accidents; social and cultural capital; enhancing community capacity; social demonstration effect

# Cont ... Outcomes and the Impacted

- Personal impacts:
  - psychic benefits; health and wellbeing; educational; attitude change; consumer surplus)
- Image and place marketing, efforts and effects:
  - fostering a desired destination image; co-branding of events and places;
- Urban development and renewal:
  - (planned legacies; long-term effects)
- Environmental impacts





# Research Gaps and Priorities: Outcomes

- A top priority should be to make **advances in the Triple Bottom Line approach to valuing events and assessing their outcomes.**
- This requires a **broader, multi-stakeholder assessment of event goals, meanings and impacts.**
- There is **little more needed in terms of understanding how events generate economic benefits**, although economists will undoubtedly continue to refine their approaches, but progress can be made in understanding the conditions necessary for generating desired social, cultural and environmental impacts.
- Determining the **value or worth of events from a multi-stakeholder perspective should be a priority.**

# Planning and Managing Events (n=233)

- Marketing:
  - market orientation; segmentation and target marketing; place marketing with events; developing new markets; market area and market potential; positioning; branding and image making; market potential
- Planning:
  - strategic, operational, business, site; leadership and innovation; decision making; leveraging benefits; goals; success factors; institutionalization processes

# Cont .. Planning and Managing Events

- **Evaluation:**
  - (effectiveness and efficiency; consumer satisfaction and service quality; return on investment; unanticipated impacts; learning organization)
- **Stakeholders:**
  - event organizational environment; types and roles of stakeholders and their management: partnerships and collaboration, networks
- Risk, health, safety, law, crowding and security
- Economics and financing:
  - business models; fund raising; sponsorship; sales; investing; costs and revenue management; accounting

# Cont .. Planning and Managing Events

- Human resources:
  - staffing; volunteers; professionalism; accreditation; ethics
- Sponsorship:
  - event and corporate perspectives
- Programming
  - (content; interpretation)
- Catering, food/beverages
- Organizing and coordinating:
  - operations, supply chain management
- Attendance:
  - estimates and forecasting
- Ownership:
  - business model (government; not-for-profit; private-sector)
- (Cultural) Entrepreneurship



# Research Gaps and Priorities: Planning and Management:

- We **know very little about social and private entrepreneurship in the events.**
- The **on-going influence of founders and organizational culture is a related question**, as the core values in events should be quite different from those for other planned events.
- **Key stakeholders and their support or resistance will generally be major factors in determining long-term viability and achieving institutional status**, but we do not know anything about this outside a few developed countries.
- **Network analysis** holds considerable potential for examining events within their policy, stakeholder and market environments.
- Little has been done to examine **event growth or sustainability strategies**, nor to identify constraints.
- Of the various management functions applied to events, **the following have been neglected**: *event financing, innovation, logistics and control systems, site planning, professional staff development, branding, evaluation methods and accountability.*

# Event Experience Design

## Themes n=14

- Settings (event places)
- Themes and programming, creativity; staging, choreography, scripting, performance
- Service provision and quality
- Consumables (food, souvenirs, merchandise)

# Patterns and Processes (n=78)

- Policy:
  - funding, public involvement with events
- Temporal processes
  - history of and historical analysis of events, event evolution, life cycle
- Knowledge creation (and research)
- Spatial patterns and processes:
  - geography of events

# Research Gaps and Priorities: Patterns and Processes

- The **influence of policy on events** is a topic in need of **development**, and there has been nothing in the literature reported by way of **evaluation of policy effectiveness**.
- **Whole-population studies** are needed when **examining spatial and temporal patterns**, including a population-ecology perspective on how events grow, and why they fail or become permanent institutions.



# WHAT'S MISSING?

- Almost all event studies have been **based on single or a few cases**, generally within the same culture and environment as the researcher.
- **Few whole-population studies have been attempted** in the events and sub-sectors.
- Combining these with **longitudinal assessment of event evolution will be extremely important** in theorizing about environmental influences.
- especially lacking are **true disciplinary perspectives** on events such as theoretical contributions or special methodologies, *other than economics, marketing and some geography*
- **social-psychological dimensions** are not well covered

## Cont ...WHAT'S MISSING?

- Much research has been **conducted on event motivations**, but not on actual experiences or the meanings attached to them.
- **Cross-cultural comparisons of events will be useful** in generating new ideas from an artistic perspective, as well as in revealing much more in theoretical terms about forms of celebration and meanings.
- **Experimentation should be attempted as event studies progresses.** This methodology, and resulting theory-building, will likely work well in the areas of design and service management (where event-goers can be exposed to different management devices).
- **To progress a field of study, greater interdisciplinarity is essential, and this has been quite limited in events studies;** the three discourses do not generally inform each other, and cross-over research is rare.

# THE EVENTS MANAGEMENT SYSTEM SUGGESTS SPECIFIC RESEARCH THEMES

- **environmental scanning**
- **community and stakeholder relations**
- **goals and goal displacement**
- **resource acquisition**
- **management processes** including controls and evaluation
- **intended and unintended outcomes; externalities**

# RESEARCH PRIORITIES FOR AN EVENTS “INDUSTRY”

- employment potential
- tax benefits
- place marketing; image
- tourist attractiveness
- contribution to urban and rural development
- growth and development of events to international
- status
- management expertise
- training and human resource needs
- entrepreneurship and privatization

# A COMMUNITY PERSPECTIVE: EVENTS AS SOCIAL SERVICE

- to many people events are mostly **a matter of celebration, participation, community pride, and fun**
- **contributions to social and cultural development, health and well being**
- **government agencies and non-profit associations as major providers and initiators of policy**



# RESEARCH PRIORITIES FROM A COMMUNITY PERSPECTIVE

- **impacts on the community and environment** are major considerations
- on what **basis should events be supported?**
- **measuring event “value” in terms of the intangibles of social and cultural benefits/costs**

# PRACITIONERS' PERSPECTIVE

- Determine **what research managers actually need and use.**
- Research **must support event management and event tourism.**
- **Academic research has to be better communicated to the practitioners.**

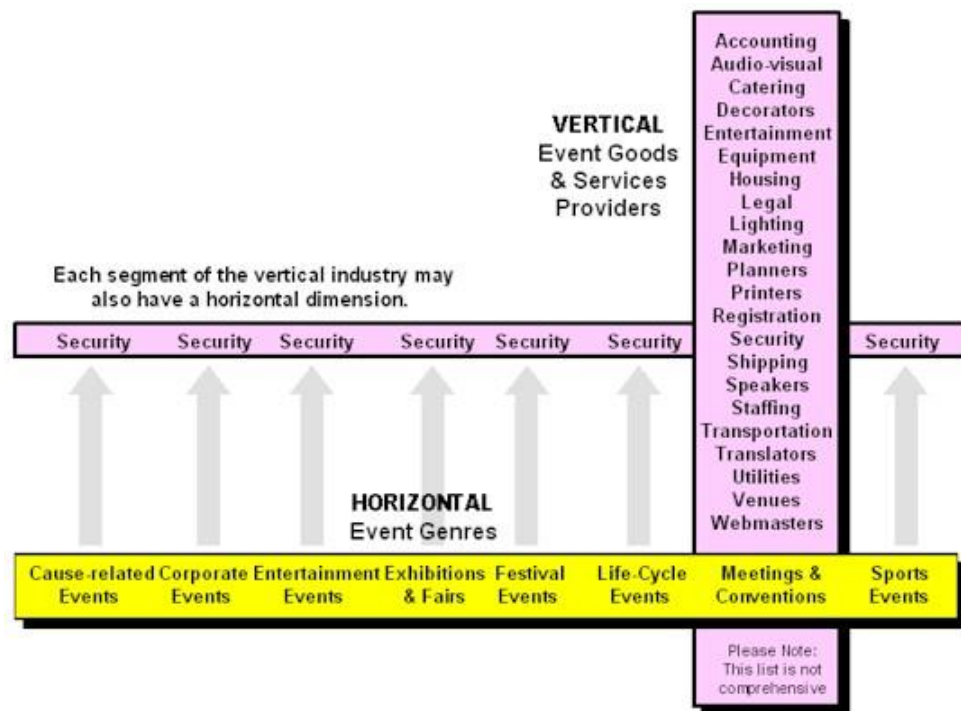
# PROFESSIONAL ASSOCIATIONS

- **Associations are fragmented by type of event** and could seek cooperation at least on research.
- Some associations **support research for their members; research symposia** at conferences are growing.
- **Trade publications** seldom incorporate a research orientation.

# One may approach the topics within a single industry sector (e.g. Meetings and Conventions or Sports Events), or comparisons between sectors or across all sectors

The EMBOK Matrix as shown below is comprised of Sectors and Domains (with their functional areas, referred to as Classes) and offers hundreds, even thousands of research opportunities. **The EMBOK Matrix identifies 280 fields of inquiry, or 360 fields of inquiry with the Phases and Core Values included.**

One square within the Matrix indicates a single Class for a single Sector; one row indicates a single Class across all Sectors. Within each Class there may be countless elements (as illustrated in the Silvers Taxonomy comprised of approximately 600 items), but even with a simplified estimate of five elements per Class (e.g. Food & Beverage\*: food service scope, catering operation selection, menu selection, service planning, and alcohol management) the number of discrete fields of inquiry jumps to 1,400



# Administration Domain Research Opportunities

- The application of the EMBOK Administration Domain Classes in the various industry Sectors
- Analysis of the scope of the EMBOK Administration Domain in individual industry Sectors
- Job analysis of the EMBOK Administration Domain Classes in the various/individual industry Sectors
- Best practices in the EMBOK Administration Domain Classes in various/individual industry Sectors
- Comparative analysis of EMBOK Administration Domain Classes in the various/individual industry Sectors

EMBOK MATRIX	Business & Corporate Events	Cause-Related & Fundraising Events	Entertainment & Leisure Events	Exhibitions, Expositions & Fairs	Festivals	Meetings & Conventions	Social/Life-Cycle Events	Sports Events
DOMAIN	SECTORS							
ADMINISTRATION DOMAIN								
Financial								
Human Resources								
Information								
Procurement								
Stakeholder								
Systems								
Time								

## Examples

Financial	Cash flow analysis Bookkeeping procedures Pricing strategies
Human Resources	Recruitment and selection procedures Volunteer usage Compensation strategies
Information	Specifications guides / production books Data reporting and monitoring procedures Privacy policies and procedures
Procurement	Procurement policies and procedures RFP/bid solicitation usage Selection and evaluation criteria development
Stakeholder	Governance systems Constituency management Coalition building strategies
Systems	Information software/technology systems Communication systems Quality management systems
Time	Activity definition procedures Schedule development tactics Change control systems



# Design Domain Research Opportunities

- The application of the EMBOK Design Domain Classes in the various industry Sectors
- Analysis of the scope of the EMBOK Design Domain in individual industry Sectors
- Job analysis of the EMBOK Design Domain Classes in the various/individual industry Sectors
- Best practices in the EMBOK Design Domain Classes in the various/individual industry Sectors
- Comparative analysis of EMBOK Design Domain Classes in the various/individual industry Sectors

EMBOK MATRIX	Business & Corporate Events	Cause-Related & Fundraising Events	Entertainment & Leisure Events	Exhibitions, Expositions & Fairs	Festivals	Meetings & Conventions	Social/Life-Cycle Events	Sports Events
DOMAIN	SECTORS							
DESIGN DOMAIN								
Content								
Entertainment								
Environment								
Food & Beverage								
Production								
Program								
Theme								

## Examples

Content	Content development criteria and procedures Content delivery format selection process Accreditation requirements
Entertainment	Entertainment and attraction selection criteria Ancillary programming Cost/benefit analysis of entertainment and attractions
Environment	Marketing and communication environments Seating arrangement effect on learning environments Way-finding systems
Food & Beverage	Impact of food allergies on menu planning Concession operations Alcohol service policies
Production	Trends in audio-visual and multimedia equipment usage Decorative, task, and safety lighting strategies Sound-scaping and scent-scaping practices
Programme	programme composition and sequencing procedures Protocol for ceremonies Specialty services and amenities for attendees and participants
Theme	Theme selection and development procedures Cultural iconography and branding imagery usage Theme integration tactics

# Marketing Domain Research Opportunities

- The application of the EMBOK Marketing Domain Classes in the various industry Sectors
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- Best practices in the EMBOK Marketing Domain Classes in the various/individual industry Sectors
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EMBOK MATRIX								
	Business & Corporate Events	Cause-Related & Fundraising Events	Entertainment & Leisure Events	Exhibitions, Expositions & Fairs	Festivals	Meetings & Conventions	Social/Life-Cycle Events	Sports Events
DOMAIN	SECTORS							
<b>MARKETING DOMAIN</b>								
Marketing Plan								
Materials								
Merchandise								
Promotion								
Public Relations								
Sales								
Sponsorship								

## Examples

Marketing Plans	Marketing objectives and measurement strategies Message and branding criteria development Integrated marketing tactics
Materials	Scope and purpose of printed materials Content and layout selection procedures Distribution schedules and methods
Merchandise	Product development criteria Brand management Inventory management
Promotion	Advertising methods and mediums Cross-promotions criteria and strategies Contest design and implementation procedures
Public Relations	Publicity strategies and measurement Media relations activities Crisis and controversy management
Sales	Registration and ticketing operations Sales platforms and technologies Transaction procedures
Sponsorship	Commercial sponsorship criteria and development Donor cultivation strategies Ambush marketing controls

# Operations Domain Research Opportunities

- The application of the EMBOK Operations Domain Classes in the various industry Sectors
- Analysis of the scope of the EMBOK Operations Domain in individual industry Sectors
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- Best practices in the EMBOK Operations Domain Classes in the various/individual industry Sectors
- Comparative analysis of EMBOK Operations Domain Classes in the various/individual industry Sector

EMBOK MATRIX	Business & Corporate Events	Cause-Related & Fundraising Events	Entertainment & Leisure Events	Exhibitions, Expositions & Fairs	Festivals	Meetings & Conventions	Social/Life-Cycle Events	Sports Events
DOMAIN	SECTORS							
OPERATIONS DOMAIN								
Attendees								
Communications								
Infrastructure								
Logistics								
Participants								
Site								
Technical								

## Examples

Attendees	Admittance and credentialing systems Crowd movement and flow Arrival and departure density
Communications	Communication methods and modalities Briefings and announcement procedures Command and control strategies
Infrastructure	Traffic impact and management strategies Utilities usage and augmentation Waste management strategies
Logistics	Task analysis and sequencing procedures Contractor coordination Move-in, move-out, and maintenance practices
Participants	Hospitality requirements for participants Celebrity or dignitary inclusion and impact Selection criteria and procedures for officials and officiates
Site	Site sourcing trends and practices Site selection criteria development and procedures Site development systems
Technical	Staging solutions for site enhancement Trends in production technology usage Technician support demand



## Risk Domain Research Opportunities

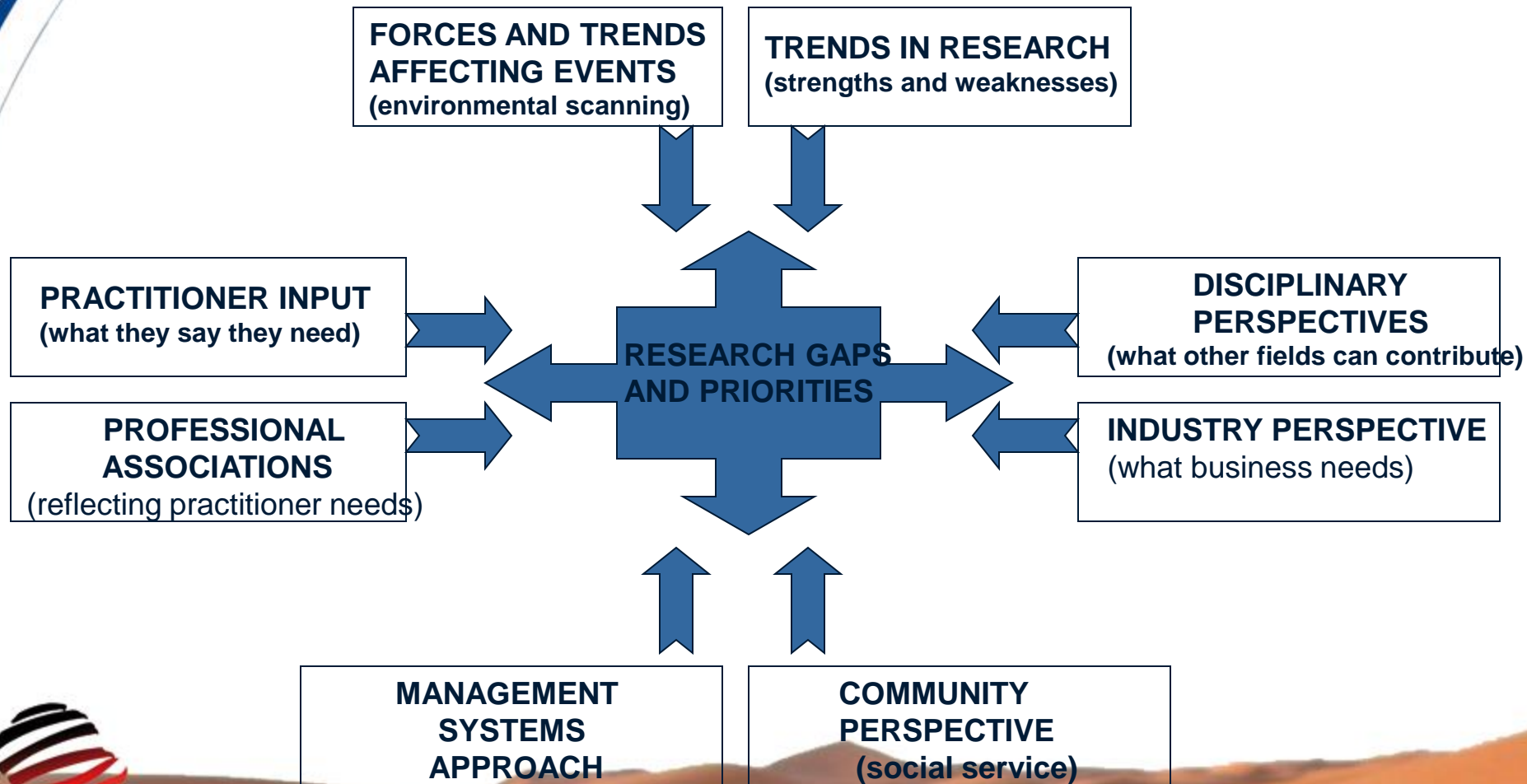
- The application of the EMBOK Risk Domain Classes in the various industry Sectors
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EMBOK MATRIX	Business & Corporate Events	Cause-Related & Fundraising Events	Entertainment & Leisure Events	Exhibitions, Expositions & Fairs	Festivals	Meetings & Conventions	Social/Life-Cycle Events	Sports Events
DOMAIN	SECTORS							
RISK DOMAIN								
Compliance								
Decision								
Emergency								
Health & Safety								
Insurance								
Legal								
Security								

## Examples

Compliance	Applicable statutes, codes, and regulations Accessibility compliance strategies Intellectual and property rights observance
Decision	Risk assessment procedures Decision making criteria and restraints Authority and accountability controls
Emergency	Medical services provision Emergency action plans Disaster recovery and business continuity plans
Health & Safety	Fire and life safety evaluations Occupational health and safety practices Crowd behavior and control strategies
Insurance	Risk financing strategies Liability exposures Insurance coverage
Legal	Contract execution criteria and procedures Licensing requirements Policy development and implementation process
Security	Security personnel and equipment selection Security deployment criteria Command and control systems

# DEVELOPING A RESEARCH AGENDA FOR THE EVENTS FIELD





# ESTABLISHING A RESEARCH AGENDA FOR EVENTS

- 1: First, **all the stakeholders have to be identified and a dialogue opened.** Which group or person has enough legitimacy to convene such a process?
- 2: **Some stakeholder groups, such as your association, can begin immediately to discuss research needs and priorities, while others might have to be coached on the importance of this process** and the relevance of their participation. For example, getting “culture” to the table might be easy, but involving tourism, hospitality, and economic development might prove a challenge.

# ESTABLISHING A RESEARCH AGENDA FOR EVENTS

- 3: **Each cluster of stakeholders, defined by their primary orientation** (e.g. event organisations, tourism industry, sponsors, culture and heritage, environment, local government, etc.) must internally legitimise their participants and find a way to balance competing interests.
- 4: Finally, the **process convenor must strive for between-cluster balancing and consensus building.** This requires that each major stakeholder cluster be given equal weight, regardless of its size and power.

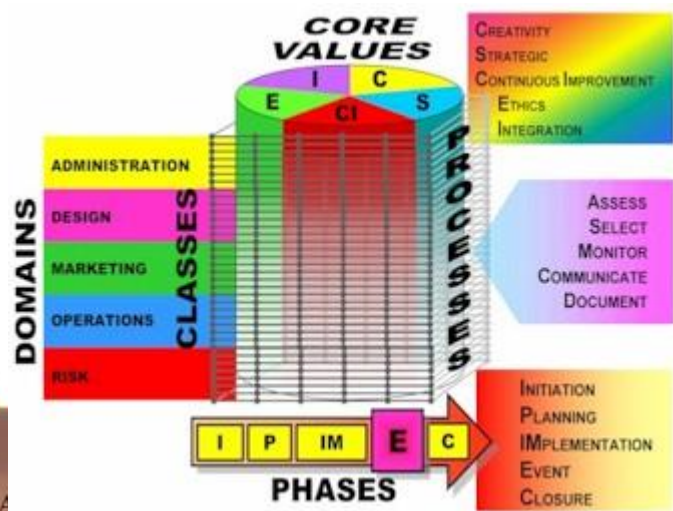


# Developing Your Research Agenda



# Research Agenda Template

- Participants are asked to develop their ideas within a framework of **alignment, focus and scale** to their department.
- The ideas generated needed:
  - To align** with the national / state research agenda and the institute's current and emerging strengths
  - To focus on being the best in a select range** of areas rather than trying to be all things to all people, and
  - Be scalable** in order for the institute to build critical mass in the areas it chooses to excel in.



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# Questions?

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# THANK YOU