

Event Management in Sport, Recreation and Tourism

Theoretical and practical
dimensions

Second Edition

Edited by
Cheryl Mallen and
Lorne J. Adams

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**EDITED BY CHERYL M'ALLEN AND
LORNE J. ADAMS**



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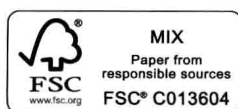
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EVENT MANAGEMENT IN SPORT, RECREATION AND TOURISM

Now in a fully revised and updated second edition, *Event Management in Sport, Recreation and Tourism* provides a comprehensive theoretical and practical framework for planning and managing events. Focusing on the role of the event manager and their diverse responsibilities through each phase of the event planning process, this is still the only textbook to define the concept of knowledge in the context of event management, placing it at the centre of professional practice.

The book is designed to encourage critical thinking on the part of the student to help them develop the skills that they will need to become effective, and reflective, practitioners in the events industry, and every chapter contains a rich array of real-world case studies, data and practical examples from sport, recreation and tourism contexts. This second edition has been significantly strengthened with the inclusion of two completely new chapters – on environmental sustainability, and on the politics of event management – and is essential reading for any student or practitioner working in event management, sport management, leisure management, outdoor recreation or tourism.

Cheryl Mallen: Associate Professor in the Department of Sport Management at Brock University, Canada. Her research involves knowledge and environmental sustainability. She is well published, with articles in the *Journal of Sport Management*, *Sport Management Review* and the *European Sport Management Quarterly*.

Lorne J. Adams: Associate Professor in the Department of Kinesiology at Brock University, Canada. He is the recipient of four teaching awards, including the 3M Teaching Fellowship. He has been a coach and served as Athletic Director for 10 years.

CONTRIBUTORS

Lorne J. Adams: Associate Professor, Department of Kinesiology, Brock University, St. Catharines, Ontario, Canada.

Cheri Bradish: Associate Professor, Department of Sport Management, Brock University, St. Catharines, Ontario, Canada.

Trish Chant-Sehl: Director, University Advancement, McMaster University, Hamilton, Ontario, Canada.

Chris Chard: Assistant Professor, Department of Sport Management, Brock University, St. Catharines, Ontario, Canada.

Maureen Connolly: Professor, Department of Kinesiology, Brock University, St. Catharines, Ontario, Canada.

Amy Cunningham: a musician and recording artist at Independent, Victoria, British Columbia, Canada.

Matt Dolf: Manager of the Centre for Sport and Sustainability, Vancouver, British Columbia, Canada.

Scott Forrester: Associate Professor, Department of Recreation and Leisure Studies, Brock University, St. Catharines, Ontario, Canada.

Craig Hyatt: Associate Professor, Department of Sport Management, Brock University, St. Catharines, Ontario, Canada.

Joanne MacLean: Dean, Faculty of Health Sciences, University of Fraser Valley, Abbotsford, British Columbia, Canada.

Cheryl Mallen: Associate Professor, Department of Sport Management, Brock University, St. Catharines, Ontario, Canada.

PREFACE TO THE SECOND EDITION

This second edition responds to the feedback from student usage and the evolving field of event management. Student input in particular has produced a modification of the overview of type of events in Chapter 1 and a reworking of the chapter on knowledge, Chapter 2. Students told us that they were studying research processes in other required courses, and so the chapter on that subject has been replaced with new material on environmental sustainability, Chapter 8. Further, it was clear in class discussion about event bidding that the problems of the politics involved in the process needed to be made more explicit. This has resulted in another new Chapter 11, which follows the revamped chapter on event bidding, Chapter 10.

While all of the chapters have been updated, and some new ones developed, the chapter on environmental sustainability represents a new and increasingly important responsibility of the event manager. From small local events to world-class spectacles, environmental concerns are becoming a focal point of event hosting.

Sport, recreation and tourism event management is a vibrant, complex and growing industry. Growth around the world in this diverse field has stimulated the need for skilled event managers. This edited text is intended to guide learners to assimilate knowledge for use in the event industry. There are four objectives for this text upon which the chapters are based.

OBJECTIVES

The first objective of this text is to provide a foundation of sound theoretical and practical principles in sport, recreation and tourism event management. The second objective is to encourage learners to develop an understanding of the concept of knowledge. This understanding involves the construction of critical interpretations of defining knowledge and determining knowledge requirements for the field. The third objective focuses on presenting an event management planning model, including progressive phases of the model, and the key elements within each phase. The fourth and final objective involves an emphasis on the role of the event manager as a facilitator. The facilitation role involves “thinking through” the requirements for each phase of the event planning model and utilizing a variety of strategies to guide those assigned the task of planning to stage an event.

AN OVERVIEW OF THE FOCUS OF THIS TEXT

This text focuses on sport, recreation and tourism event management and emphasizes the complex role of an event manager as a facilitator. In addition, emphasis is placed on defining traditional and niche events, the concept of knowledge, the planning phases to be gone through when one is organizing components for staging an event, the critical factors for event bids, the concept of quality, and experiential learning.

EVENT ELEMENTS OUTSIDE THE FRAMEWORK OF THIS TEXT

The event manager has a complex role in the staging of an event that necessitates managing a multitude of activities within a changing event environment. In performing this role, both depth and breadth of knowledge are necessary. Thus, an event manager’s training needs to be diverse and to extend to areas that are beyond the focus of this text. Examples of additional areas within the realm of event management are ethics, financial management, marketing, sponsorship, facility management and law. Each of these areas of expertise can be applied to the organizing and production of an event. Each aforementioned area is sufficiently important to the staging of an event that they would require far more emphasis than a single chapter in this text could provide. However, a study of the above-listed

topics will provide a fuller understanding of the broad scope of requirements in event management. For example, understanding the application of law from the perspective of legal liability, risk management, dispute resolution and contract development for athletes, facilities, entertainers, staff and volunteers is a vital aspect of event management. In addition, marketing and sponsorship have a direct application to the viability of events. There are multiple texts on the market that discuss facility management, marketing, sport law and other such subjects that relate to event management. There are only limited resources, however, on the event manager's role as a facilitator for the key phases that involve planning for an event. Therefore, this text is intended to concentrate on that gap in the literature.

Cheryl Mallen and Lorne J. Adams

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CHAPTER 1

TRADITIONAL AND NICHE EVENTS IN SPORT, RECREATION AND TOURISM

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Traditional events and hybrid or *niche* events are both prevalent in the sport, recreation and tourism industries. This chapter examines the unique characteristics that differentiate traditional events from niche events and provides an explanation for the contemporary rise of niche events. The discussion leads to a conclusion concerning the demand for skilled traditional and niche managers in the burgeoning field of event management.

CHARACTERISTICS OF TRADITIONAL EVENTS

For ease of this discussion, each traditional event is considered to be a sport event staged for recreational or competition purposes and/or acts as a driver for tourism. Traditional events exhibit two key characteristics. The first characteristic is a governing body. The second characteristic is that the activity is a recognizable and time-honoured sport.

A traditional event has a governing body

Traditional events have a governing body that sanctions events and establishes and enforces standardized rules and regulations to be followed during the production of the event. This governing body can be structured as an organization, association or federation that governs the event. Its rules and regulations specify elements such as the competition area, the number of participants, their dress and acceptable actions for participation.