

# LECTURE 3

## EVENT PLANNING & MANAGEMENT PART 1

### EVENT TOURISM:

*Developing destination-based event tourism  
strategies*

# INTRODUCTION

- ◉ Government support at all levels has been integral to the expansion of event tourism. Not only have governments invested in the creation of specialist bodies charged with event tourism development, but many have also funded, or contributed significantly to, event-specific infrastructure, such as convention and exhibition centres and stadiums.

# EVENT TOURISM



- The Caribbean recently invested building and refurbishment of twelve multi-purpose facilities following the ICC Cricket World Cup held in March - April of 2007.
- It is expected that this investment will significantly contribute to their investment in business tourism in the future.
- The willingness of governments to support event tourism through policy initiatives and legislation is also increasingly evident.

# THE PASSING OF SUNSET LEGISLATION

- ◉ One - off measure which sought to modify the application of certain Acts and seek to make new provisions.
- ◉ The provisions under the act only applied for a certain number of days prior to the event and for some days after the conclusion of the event.
- ◉ The actual Bill ceased to have effect after December 31, 2007.
- ◉ Designed to facilitate the conduct of the ICC Cricket World Cup (CWC).

# SUNSET LEGISLATION

- ◉ **Clause 4** seeks to empower the Minister, for the purposes of the act, to declare an area as a CWC 2007 venue. The Bill then prohibits certain activities within a CWC 2007 venue and certain activities during match periods. (suite holders selling their boxes)
- ◉ The exact areas declared varied from State to State and so were the match periods.
- ◉ **Clause 5** sought to provide for the management and control of CWC 2007 venues to fall with the Local Organising Committee of the particular State.
- ◉ The clause, in keeping with the terms of the bid, provided that the Committee manage any area declared a CWC 2007 venue.

- ◉ Such willingness to pass such bills and legislation, however can sometimes create problems due to the lack of public participation in decision making, as Watt (2003) notes in connection with the Sydney Olympics.

Responsibility for event tourism efforts varies from destination to destination. In smaller destinations, such as towns and regions involvement may be limited to organisations such as tourism promotional bodies, local government and local chamber of commerce.

Larger destinations (cities, states, countries) are likely to have an expanded range of centres and visitor bureaus, tourism commissions / agencies, festival / public event bodies, major event agencies, government departments involved in areas such as sport and the arts and event organising companies.

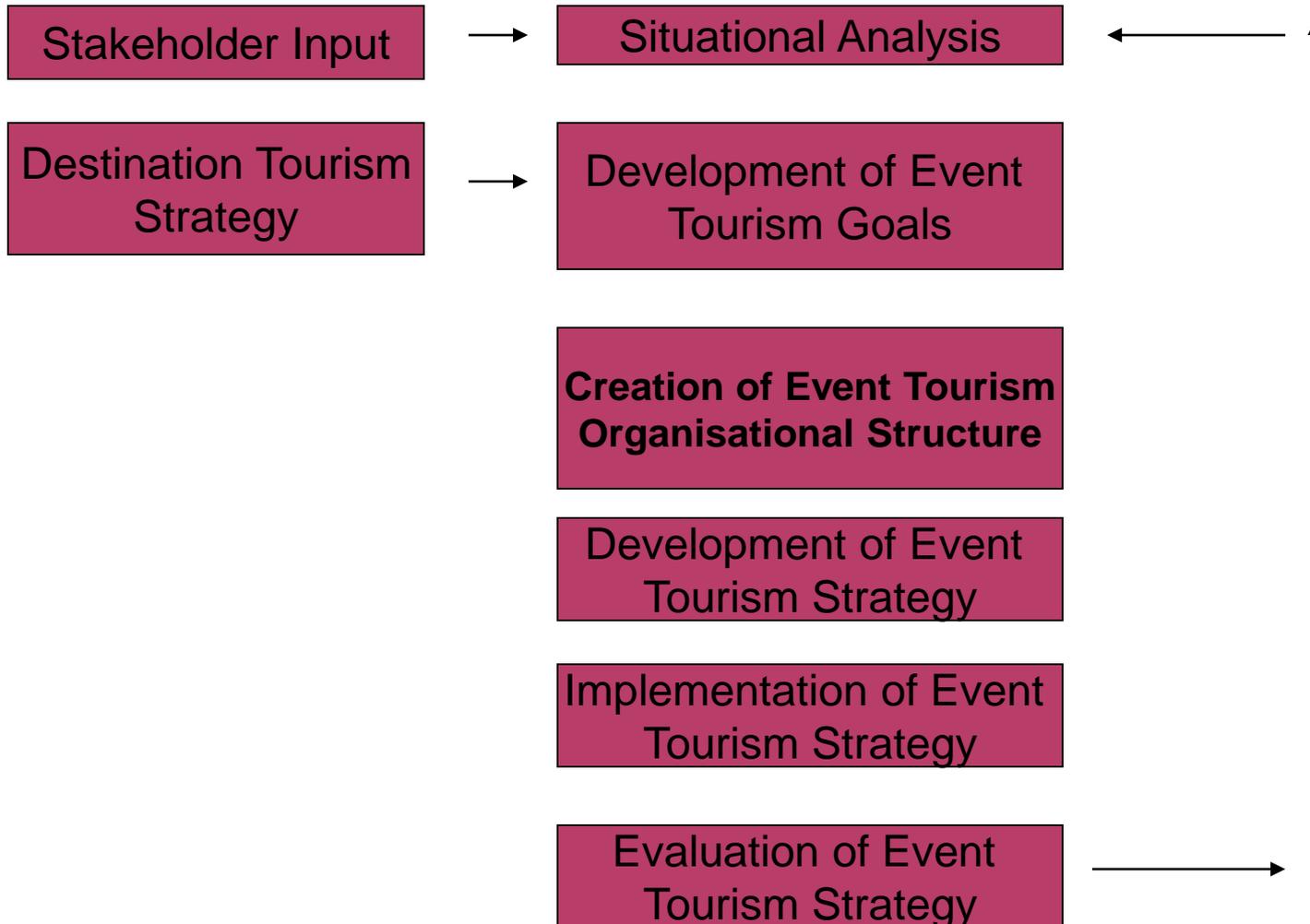
E.g. in Barbados the National Cultural Foundation was set up in part to focus on events that are geared towards event tourism.

- ◉ In Jamaica within the JTB is an entire department now focused on event marketing.

# THE EVENT TOURISM STRATEGIC PLANNING PROCESS

- ⦿ A strategic approach to a destination's event tourism development efforts offers significant benefits. These benefits lie primarily in the areas of co-ordination and in the building of a event tourism capacity that represents the best strategic fit with the area's overall tourism efforts, and its current and projected business environment.

# EVENT TOURISM STRATEGIC PLANNING PROCESS



# SITUATIONAL ANALYSIS

- ◉ A detailed situational analysis should underpin the decisions made on what event tourism goals to set for a destination
- ◉ This analysis should reflect the various perspectives of key stakeholders in the event area, such as tourism bodies, the destination's community, government agencies associated with areas such as the arts and sport and major event organisers.

# SWOT ANALYSIS

- A strengths, weaknesses, opportunities and threats (SWOT) analysis is a useful way of assessing the situation that a destination faces in its efforts to develop event tourism.

# SWOT OF THE HOST VENUES

<p><b><u>Strengths</u></b></p> <p>Quality Uniqueness Timing Economic, social and environmental impacts Reinforcing existing links between events of packaging evident and level of partnering with tourism industry marketing bodies.</p>	<p><b><u>Weaknesses</u></b></p> <p>Human Resources Capability of local suppliers Stock of supporting local tourism services (e.g. accommodation, suppliers, transport etc).</p>
<p><b><u>Opportunities</u></b></p> <p>Potential for partnering with selected organisations to progress one or more event tourism goals</p> <ul style="list-style-type: none"><li>■ Cultural organisations</li><li>■ Tourism bodies</li><li>■ Chambers of commerce</li></ul> <p>Availability of external funds Capacity to attract government grants / loans.</p>	<p><b><u>Threats</u></b></p> <p>Capacity of destination to absorb event tourism impacts without negative</p>

# DEVELOPMENT OF EVENT TOURISM GOALS

- ◉ The role event tourism is required to play in a destination's tourism development efforts will vary according to the overall tourism strategy that is being pursued.
- ◉ An understanding of this strategy is important as it provides for e.g. the basis for establishing event tourism visitation targets, as well insights into destination branding and positioning efforts that an event strategy may be required to support.

# LEVERAGING EVENTS FOR ECONOMIC GAIN

- ◉ A key consideration in any event tourism strategy is the potential for events to bring “new” money into a destination from outside visitors.
- ◉ A single large scale event such as the America’s Cup has the potential to contribute significantly to a destination’s economy.
- ◉ When this event was held in Auckland, New Zealand, in 2000, Statistics New Zealand (cited in Barker, Page & Meyer 2002, p.82) reported that 192 860 people arrived in February 1999-2000 up 14 percent (23 780 arrivals) on the number in February 1999 and that the increase might have been due to the yachting finals.
- ◉ Additionally it was estimated that this event had a direct economic impact of NZ \$172 million and indirect impact of NZ \$301 million for its host city (Baker, Page & Meyer 2002)
- ◉ Even in developing countries, events can generate significant tourist demand (and therefore export income). In the Caribbean, peaks in visitation in many countries often coincide with an event. (e.g. Carnival in Trinidad, Crop Over in Barbados, Jazz Festivals in St. Lucia and Jamaica.

# GEOGRAPHIC DISPERSAL OF ECONOMIC BENEFITS FLOWING FROM TOURISM

- ◉ When the destination seeking to engage in event tourism are large geographic entities, such as countries, it is not uncommon for them to use events as a means of encouraging travel to areas outside major tourism centres.
- ◉ In this way, the economic benefits from visitation are more widely spread.
- ◉ (e.g. Fan Zones)

# DESTINATION BRANDING

- ⦿ A destination's brand can be thought of as the overall impression, association or feeling that its name and associated symbols generate in the minds of consumers.
- ⦿ Events are an opportunity to assist in creating, changing or reinforcing such brands. E.g. BRAND JAMAICA.

## JAGO ET AL. (2003)

- ◉ Suggest that such efforts depend greatly on local community support and on the cultural and strategic fit between the destination and the event(s) conducted there.
- ◉ The study also found, in the context of individual events, that event differentiation, the longevity / tradition associated with an event, co-operative planning by key players, and media support were central factors in the successful integration of individual events in to a destinations overall branding efforts.

# DESTINATION MARKETING

- ◉ Destinations often use events to progress their overall tourism promotional efforts.
- ◉ Smith and Jennifer (1998) point to the dramatic rise in visitation to Atlanta, Georgia (a 78 % in overseas visitors and a 35 % rise in domestic visitors) over the 3 year period following its announcement in 1990 as the site of the 1996 Olympics.
- ◉ They attribute this increase in part, to the publicity that Atlanta was able to obtain as a result of hosting the Olympics.

# DESTINATION MARKETING

- ◉ The Australian Tourist Commission considered that this event accelerated Australia's tourism marketing efforts by 10 years.
- ◉ This outcome was largely due to the additional \$3.8 billion in media publicity obtained through ATC Olympic Games media relations activities, and the \$300 million in exposure obtained through work with sponsors.

# CREATING OFF SEASON DEMAND FOR TOURISM INDUSTRY SERVICES

- ◉ Events have the capacity to be scheduled in periods of low tourism demand thereby evening out seasonal tourism flows.
- ◉ Events can be used as a means of extending the tourist season by conducting them just before or just after the high period.

# ENHANCING VISITOR EXPERIENCES

- Events add to the range of experiences a destination can offer, and thus adds to its capacity to attract and hold visitors for longer periods of time. (Getz, 1997).

# CATALYST FOR EXPANSION AND OR IMPROVEMENT OF INFRASTRUCTURE

- ⦿ A range of agendas may be pursued through the conduct of events - tourist visitation is one example.
- ⦿ These other agendas may serve to condition how event tourism is approached, or may be independent of such considerations.

# EXAMPLES

## ◉ Manchester Commonwealth Games:

- This event leveraged by the city's council as a catalyst for educational, skill-building and health improvement programs, as well as a means of creating awareness and understanding of the various communities (from Commonwealth countries) that live in the Manchester area (Carlsen & Millan 2002).

## EXAMPLES:

### ◎ The Sydney 2000 Olympics:

- Sought to be labelled the “Green Games” among its many achievements in this regard was the clean up of an area that was highly contaminated with industrial waste. This area later became the main Olympic site (Harris & Huyskins 2002)

# EVENT TOURISM ORGANISATIONS

<b>Major event agencies</b>	These bodies are commonly state or country based. Their roles vary depending on their charter. In some instances, they may be involved in seeking to attract large scaled events through the bidding process.
<b>Government Tourism Agencies</b>	These organisations at local, regional and national levels, can perform a variety of event tourism development roles. In some cases, they may be responsible for developing and implementing a whole destination event tourism strategy. They may also provide a range of services designed to support and develop a sector, such as promotional assistance, grants and the provision of advice and assistance in a variety of areas on behalf of events to obtain relevant licenses etc.
<b>Specialist event agencies</b>	These often government sponsored bodies act to develop and support specific event forms within a destination. Convention and visitors bureaus, act to promote the development of destinations as locations for meetings, incentives, exhibitions, conventions and special events.

# DEVELOPING AN EVENT TOURISM STRATEGY

- ◉ In terms of general strategic options available to a country's event tourism body several possibilities can be identified.
- ◉ These strategies concern the
  - development of existing events,
  - bidding to attract existing events, and the
  - creation of new events.

# EXISTING EVENT DEVELOPMENT

- One option is to identify one or several events that have the capacity to be developed as major attractions for the area (hallmark events), with a view to using them as the foundation for image building efforts.

# EXISTING EVENT DEVELOPMENT

- ⦿ A variant on this approach is to develop a single hallmark event that can then be supported by a range of similarly themed events.
- ⦿ It may also be possible to merge a range of smaller events into larger events to add to their uniqueness and subsequent tourism appeal.

# EXISTING EVENT DEVELOPMENT

- ◎ Another way is to develop one or several hallmark events, while at the same time maintaining a mix of small-scale events scheduled throughout the year, as a means of generating year-long appeal for a destination.

# EVENT BIDDING

- ◉ Many events are mobile in the sense that they move regularly between different destinations.
- ◉ A decision to bid to host an event is only made after an exhaustive assessment of the events history and projected feasibility to host the event is conducted. Such assessments include consultation with local governments, media, sporting public and various stakeholder groups.

# NEW EVENT CREATION

- New event creation should be based around the activities and themes identified in the situational analysis as providing substantial scope for the development of tourist markets.
- It should be the case that new events are capable of being integrated into the overall tourism product mix of a destination.

# GENERAL CONSIDERATION IN EVENT TOURISM STRATEGY SELECTION

- In making decisions about what event tourism strategy to pursue, it can be useful to think about what mix of events (festivals, sporting competitions, business event etc.) is likely to deliver the required benefits for a destination from event tourism.

# IMPLEMENTATION OF AN EVENT TOURISM STRATEGY.

- ◉ Financial Support may be provided in the form of grants.
- ◉ Sponsorship: some event tourism organisations
- ◉ Equity: to facilitate the conduct of an event, a tourism event organisation may invest directly in it.
- ◉ Ownership: event tourism bodies develop and produce events to stimulate visitation to their destination. They act in this way for a variety of reasons, including to ensure their charter is progressed without the need to rely on the private setor.
- ◉ Bid Development: is the major focus of a number of event organisations. Organisations research, develop and make bids and or work with bidding bodies to facilitate the making of a bid (including the creation of a bid committee.)
- ◉ Once a bid is won, the event tourism organisation commonly plays little if any further role other than perhaps assisting to simulate event attendance or to create an organising committee.
- ◉ Co-ordination: event tourism bodies can play a range of co-ordination roles. These roles include developing an event calendar to reduce event clashes.

# EVALUATION OF EVENT TOURISM STRATEGIES

**Taking a critical look at Cricket World Cup as a tourism based strategy for the Caribbean**

# KEY DISCUSSION QUESTIONS TO BE ADDRESSED RE CWC 2007?

- ◉ What were the expectations of visitor arrivals to the region ?
- ◉ What provisions were put in place to handle the influx of visitors ?
- ◉ What are the positive and negative impacts and the legacy of the event?
- ◉ Do you think the event was a successful event tourism strategy for the region ?

# REFERENCES

- ◉ Sports Events Management and Outcomes: Carlsen & Millan 2002
- ◉ Business Management: Harris & Huyskins 2002
- ◉ Event Management and Event Tourism: Getz 1997
- ◉ Food and Food Related Events; Jago et al 2003
- ◉ Sports Management and Administration: Watt 2003
- ◉ Tourism Security and Safety: Barker, Page & Meyer 2002, p.82