EVENTS MANAGEMENT

3rd edition

An International Approach

Nicole Ferdinand & Paul J. Kitchin

SAGE

EVENTS
MANAGEMENT

3rd edition

EVENTS MANAGEMENT

An International Approach

Nicole Ferdinand & Paul J. Kitchin

$SAGE

CONTENTS

PREFACE

It has now been almost a decade since the publication of the first edition of *Events Management: An International Approach*. During this time there have been major upheavals which have greatly impacted the events sector. In 2012 when the text was first published, the effects of the financial crisis were still apparent, and many organizations were focused on efficiency and emphasizing return on investment as event budgets became tighter and leaner. At the same time, there were landmark achievements in event sustainability as the 2012 London Olympics became the 'greenest Games ever', resulting in the launching of two new standards for sustainable event management, first the British Standard 8901 and later the international standard ISO 20121. The development of these new standards proved to be a turning point and greatly accelerated efforts in managing the environmental impacts of events.

In 2016, when the second edition was published, there was rapid growth in the development of social media and other technologies such as online ticketing, 360° video and holographic imaging, which were revolutionizing the event experience. At the same time, terrorist attacks were becoming a more frequent occurrence at international events, and new regulations and guidelines were developed especially for event organizers responsible for mass gatherings to respond to these threats.

With the release of both editions, the editors and contributors sought to produce content which was responsive to the challenging global business environment in which international events take place. They also continued to recognize the diversity of event management practices and therefore the text also needed to cater to the specific local needs of event organizers in different countries because the audience for this text is a global one.

The third edition of *Event Management: An International Approach* continues along this trajectory. For example, in many of the chapters there is an explicit focus on current global issues driving change in international events, such as the changes brought about by the coronavirus pandemic, new demands for responsible management and the need for event organizations to build resilience. However, at the same time there is a focus on the core principles involved in taking an international approach to events management, which work in a variety of contexts.

Two brand new chapters have been added to this edition, Bustard's and Kitchin's chapter on Marketing Events, which fully integrates digital marketing into the marketing of events and reflects the current ubiquity of online marketing methods. Also, Darcy et al.'s chapter on Accessible and Inclusive Event Management is a long overdue addition of a contemporary issue facing event managers. Recognizing the diversity of

attendees and improving efforts to make everyone feel welcomed at events must be a cornerstone of an international approach to events management.

Additionally, new updated cases have been added, which feature high-profile events such as the 2018 European Capitals of Culture staged in Leeuwarden and Malta, the 2019 Pan-American Games held in Lima, Peru and the Tokyo Olympics and Paralympic Games. There are also several cases which highlight impacts of the COVID-19 crisis for event organizations both large and small because the effects of the pandemic are so far reaching and can be described as truly without precedent. For example, Ritchie and Reid take a global approach in exploring the effects the pandemic has had on mass gatherings, whereas Ferdinand et al. highlight a small, British organization's strategic marketing response to the situation.

We have once again been extremely fortunate in being able to assemble a high-profile, international team of authors, which include distinguished professors, lecturers, professional trainers and industry professionals. They have again made it possible for the text to have a truly international flavour by featuring cases from across the Americas, Europe, Africa, Asia and Australia.

It is our pleasure to offer this third edition of *Events Management: An International Approach* to readers seeking an international perspective on event management, which addresses the challenges and opportunities of working in a global world. We hope that it can be a source of inspiration and guidance as you seek to meet the formidable challenges presented by international events management.

Nicole Ferdinand and Paul J. Kitchin
Editors

EDITOR'S BIOGRAPHIES

Nicole Ferdinand is Programme Lead, postgraduate programmes at the Oxford School of Hospitality Management (OSHM), Oxford Brookes University. She teaches on the MSc International Events Management, MSc International Hospitality Events and Tourism Management, BSc International Hospitality and Tourism Management and BA Events Management. Her research interests focus on a variety of issues affecting events, including, but not limited to, politics and power, artificial intelligence and most recently COVID-19. Prior to joining academia Nicole organized training courses for grass-root cultural organizations involved in the staging of the Trinidad Carnival. She holds a BA in Literatures in English and an MSc in Marketing both from the University of the West Indies, St. Augustine and a PhD in Culture, Media and the Creative Industries from King's College London.

Paul J. Kitchin is Senior Lecturer in Sport Management and Head of School at the School of Sport, Ulster University where he is Head of the School of Sport. He has a long-standing research interest in the engagement of disabled people and aging populations in and through sport and leisure. In particular his research examines the supply side barriers that reinforce inequality and inaccessibility for disabled people and aging populations, with an aim to provide co-produced and pragmatic solutions to address these. He is a Senior Fellow of the Higher Education Academy.

CONTRIBUTOR BIOGRAPHIES

Liza Boucher recently graduated Oxford Brookes University with an Upper Second-Class MSc Marketing and Brand Management degree. She is skilled in communications, team leadership, content creation and event management. Before obtaining her MSc, Liza developed deep industry expertise through supervisory roles in catering, event, and marketing and advertising where she planned, implemented and promoted a diverse roster of experiences, from intimate weddings to 3000-person events. Liza is originally from the USA.

John R.T. Bustard is currently Senior Lecturer in Digital Transformation within Ulster University Business School, specifically within the school's largest department: the Management, Leadership and Marketing. John's research is focused on digital events and his teaching passion is through sharing knowledge of Digital Marketing approaches which enhance student awareness and appreciation to the importance of marketing technology to the field of commerce.

Elena Cavagnaro is originally from Rome (Italy). She holds an MA from the University of Rome and a PhD from the Vrije Universiteit in Amsterdam. In 1997 she joined NHL Stenden University of Applied Sciences (the Netherlands) and in 2004 she became Stenden Professor of Service Studies and in 2014 Stenden Professor of Sustainability in Hospitality and Tourism. Since 2021 she is also Associate Professor at the University of Groningen/Campus Fryslân. She has consulted for several organizations in sectors such as, hospitality, events and health care, on sustainability strategy and implementation. She is a visiting professor at the University of Derby (UK) and the University of Bergamo (Italy). In keeping with her philosophy of sustainability as a multi-dimensional and multi-layered concept, her research focuses on issues that run across and connect the social, organizational and individual layers of sustainability.

Michael Chidzey runs the SEO agency, John Cabot. Through his company Michael helps people present the very best versions of their organizations to users and search engines so they get rewarded in the search results. Before setting up John Cabot, he was the Marketing Director at Chillisauce, one of the UK's largest and fastest growing event

agencies for just over 10 years. Alongside his work at John Cabot, he is also a visiting lecturer at a number of universities and speaks at industry events. He enjoys sharing what he has learned in his professional career and passing on that experience to others.

Rosa Codina is a Senior Lecturer in Tourism and Events at Oxford Brookes University. She is originally from Peru and conducts research into the socio-political aspects of tourism and events, with a particular focus on Latin America and developing nations. Rosa holds a PhD from Oxford Brookes University in Business Management, with a focus on tourism management.

Simon Darcy is a Professor of Social Inclusion at the UTS Business School, University of Technology Sydney. He is an interdisciplinary researcher with expertise working with stakeholders to co-design inclusive organizational approaches with diversity groups. Simon is a qualified environmental planner and access auditor who has used these skills in strategic planning and research to improve business practice of venues and major events, and has 30 years' research experience from the community level through to global organizations like the International Paralympic Committee and the UN World Tourism Organization. He is actively involved in changing business, government and the not-for-profit sectors practice through an evidence-based approach.

Marisa de Brito is a Senior Lecturer/Researcher at NHTV, Breda University of Applied Sciences, in the Netherlands, currently coordinating the research group Events and Placemaking alongside Professor Greg Richards. She has a PhD in sustainable supply chain management and a Masters in Urban Management from Erasmus University Rotterdam. Her current research and professional interests lie in the areas of sustainability of events and destinations. As a member of the Dutch Expertise Center on Leisure, Hospitality and Tourism (CELTH), she is also the project leader for a research project on Sustainable Strategies for Events which includes members of the Dutch Green Events platform as well as the Leeuwarden 2018 Cultural Capital.

Adrian Devine is the Course Director for the BSc (Hons) Leisure and Events Management at Ulster University. He is constantly striving to improve the student learning experience and is a Senior Fellow of the Higher Education Academy. His current research interests include the impact of artificial intelligence on service delivery and the untapped tourism potential of St Patrick's Day celebrations in Northern Ireland.

Frances Devine is Course Director and Lecturer for MSc International Tourism and Hospitality Management, and International Event Management at Ulster University, UK. She has been involved in the Hospitality Industry since 1992 and has taught at Ulster University since 2002. Frances has been in academia for 18 years. Her main research interests are in cultural diversity, training and development. She has published numerous

chapters related to tourism and events management in a number of academic text-books, including *The Routledge Handbook of Tourism Research* (2008). She has over 25 articles in both professional and peer-reviewed academic journals having won two Highly Commended Emerald Literati Network Awards for Excellence.

Amber Herrewijn started her academic career after having worked as an entrepreneur in the event industry, and now teaches predominantly in the second phase of the BA Leisure & Events Management and in the Masters in International Leisure, Tourism & Events Management. Following the design-based philosophy of her Dutch university, Amber cooperates with local festivals as well as business events by supervising commissioned applied research and innovative prototype development. Her research interests lie in circular and sustainable festivals and memory creation of event attendees. Amber graduated from Brighton University and holds an MSc in International Event Management and currently teaches as a Senior Lecturer Events at NHLStenden university in Leeuwarden, the Netherlands.

Bruce Johnson had a background in events, mainly in theatre and music, in the UK and USA, before specializing in Human Resource Management. Bruce now has a twin-track career, working both as a trainer and university lecturer, with a particular interest in issues of diversity and inclusion, and how they affect personal and group performance.

Albert Postma is Professor of Strategic Foresight and Scenario Planning at the European Tourism Futures Institute, NHL Stenden University, and associated with the Centre of Expertise in Leisure, Tourism and Hospitality. He has been applying his expertise in numerous projects for national and international clients, some of which are conducted in collaboration with organizations such as ETOA, UNWTO, ETC and WTTC. Albert has been teaching courses in strategic foresight and scenario planning to undergraduate and master students in universities within the Netherlands and across Europe. He is a respected speaker at business and academic conferences and a skilled moderator of creative sessions with representatives of the leisure and tourism industry. He has authored dozens of technical research reports and articles related to his areas of expertise and is co-editor of the book *The Future of European Tourism* (2016) and the *Journal of Tourism Futures*. Since he finished his PhD study on tourism community relations in 2013, he has been at the forefront of studies in overtourism.

Sacha Reid is an Associate Professor at Griffith University, where she developed, along with industry, the Real Estate and Property Development major within the Bachelor of Business. Prior to this she worked in Commercial Agency, having established the research capacity of DTZ (Australia) in Queensland. Sacha's main research interests include high-rise living and sociological aspects of increasing densities. She is the recipient of an Australian

Research Council Linkage Grant on developing professionalisation within the construction sector and a Consumer Policy Research Grant on information disclosure and 'Off the Plan' apartment sales. She is the Chair of the Griffith University Strata Title conference, a cross-sectoral industry-based conference. Sacha also provides leadership to the Griffith Business School as the HDR Director and is an accomplished HDR supervisor having completed a number of PhDs, Graduate Diploma of Research and Honours students.

Brent W. Ritchie is a Professor at the University of Queensland. His research interests are associated with tourism risk management and has focused on understanding risk from an individual and organizational perspective. His work on organizations explores risk attitudes and response strategies to effectively respond and recover from crises and disasters. He also explores tourist attitudes to risk and their risk reduction behaviour, including event managers, beach goers, Australian outbound travellers and outbound travellers to the Middle East and in Indonesia. His research projects also examine the factors that influence the formation of risk attitudes and behaviour by using social and organizational psychology theory and concepts.

Giulia Rossetti is a Lecturer in Events Management at Oxford Brookes Business School. She teaches modules related to events, festivals and marketing. Her PhD research at the Technological University Dublin explored cultural capital development at literary festivals in Ireland and in Italy. Giulia's areas of expertise are: understanding festival and event experiences using cultural sociology and serious leisure theories; festival socio-cultural impacts; and the educational value of festivals and events. Her current research interests include the conceptualization of event participation, and the wellbeing outcome of events.

Stephen J. Shaw is from London, England. He is Emeritus Professor at London Metropolitan University, and Associate Lecturer, Goldsmiths, University of London. He has over 25 years' experience in the field of urban studies. In recent years, his research has informed the development of more inclusive public spaces, especially for tourism and events in major cities.

Jo-anne Tull is originally from Barbados. She has extensive experience lecturing in the fields of creative industries development, festival management and cultural entrepreneurship. She has also worked more than 10 years as a creative industries consultant in the Caribbean, with particular focus on strategy development and festival impact analysis.

Simone Wesner is a Senior Lecturer in Arts Management and the Programme Director for the MA in Arts Policy and Management in the Department of Film, Media and Cultural Studies at Birkbeck, University of London. She worked as curator and cultural producer in her native Germany and Austria for many years before joining the UK

higher education sector. She has continued to collaborate with artists and researchers in Europe and South East Asia ever since.

Nigel L. Williams is the Reader in Project Management and Research Lead in the Organizations and Systems Management Subject Group at the University of Portsmouth. Before joining academia, he worked for 15 years as a Manager and Business Consultant for enterprises in the Caribbean Region. Nigel is also the co-founder of Responsible Project Management (www.ResponsiblePM.com). He holds a PhD in Engineering from the University of Cambridge. He also holds a BSc in Mechanical Engineering and an MSc in Marketing from the University of the West Indies, St. Augustine. Nigel is originally from Trinidad and Tobago.

Rob Wilson joined Sheffield Hallam in 2002 to teach financial reporting, management accounting and economic decision making in the sport business industry. In 2019 he moved to Sheffield Business School to become Head of Department for Finance, Accounting & Business Systems. His main research interests are in the finance, economics and governance of professional team sports and his PhD focused on the factors affecting financial performance in professional team sport. He routinely presents his work at major conferences, serves on several editorial boards for leading journals and has numerous publications in the sport business field. He contributes regularly to media items discussing the finances of sport and football with local, national and international media outlets.

ONLINE RESOURCES

This third edition of *Events Management: An International Approach* is supported by a range of online resources to help support teaching and learning, accessible to lecturers at **https://study.sagepub.com/ferdinand3e**

For Lecturers

- **PowerPoint slides** prepared by the authors will allow you to seamlessly incorporate this textbook and its content into your weekly seminar presentations for students
- A **teaching guide** created by the authors provides additional teaching support when using this textbook, including overviews, teaching notes, tasks, video links and test questions for students
- Links to **SAGE journal articles** will help to encourage further reading among students and provide a deeper understanding of topics covered in each chapter of the textbook

LIST OF CASE STUDIES

PART 1

Introducing an International Approach to Events Management

Since the last edition of this text was produced, international events have undergone a period of truly radical change. New challenges include the deployment of facial recognition technology enabled by artificial intelligence at events, calls for the banning of single-use plastic products as well as recent terrorist attacks. At the same time event organizers have been challenged, perhaps like no other time before, to create new levels of access, diversity and inclusion so that everyone can truly feel welcomed at their events.

The events industry has shown itself to be incredibly responsive and resilient in the face of new demands. Music festivals, for example, stood up en masse for their attendees' privacy and rejected the use of facial recognition technology. Many international events in a variety of spheres from music to sports and conferences banned or drastically reduced their use of single-use plastics as well as implemented new levels of security to safeguard their events from terrorist attacks. In the absence of industry standards or guidelines, some event organizers have taken it upon themselves to create and implement their own inclusive practices at their events, which go far beyond what is required by accessibility legislation.

Amid an already challenging environment, international events were hit with a new threat – the coronavirus pandemic. In every major economy in the world, event organizations saw their fortunes change overnight. Thriving, profitable event businesses saw their bottom lines devastated. Most were earning greatly reduced and in some cases no income for an extended period. Up until the publication of this text, this continues to be the case in many countries of the world. However, after an initial period of shock and uncertainty, many event organizations quickly pivoted their

operations to deal with the realities of pandemic, critically for events this meant in most countries of the world either a total ban or severe restrictions on mass gatherings. Sporting events, such as horse-racing, professional football and even marathons, responded quickly to restrictions by staging various competitions in the absence of an audience. Other events, such as conferences, took their events completely online. Event audiences also showed themselves willing to adapt to new formats, some attendees taking the opportunity to participate in events which would have been previously out of reach. The movement online has meant for some events greater affordability, due to the reduced prices charged by organizers and the elimination of associated costs, such as travel.

However, at the same time, many of the trends that were previously shaping international events remain just as relevant as they were before the COVID-19 crisis. Some trends such as digitalization have been accelerated, whereas others have become more muted, like the sustainability agenda, because so many events are now in survival mode. In Part 1 of the text, the authors have sought to present an approach to international event management, which acknowledges the new realities the coronavirus pandemic has brought to the industry and looks beyond the current situation to when face-to-face international events return and international travel resumes.

In Chapter 1, Codina, Ferdinand and Shaw start off Part 1 by exploring the scale of disruption the coronavirus pandemic has had for international sporting events such as the upcoming Tokyo Olympics (postponed to 2021) and the National Basketball Association's (NBA) 2020 play-offs. They also highlight the continued relevance of the social benefits of events and the limits of online and virtual events in achieving feelings of togetherness and solidarity. This suggests that despite the great enthusiasm shown by event attendees for digitized event formats, there remains a great yearning for the sense of community that attending events in person creates.

The authors also draw attention to an emerging area in event research – critical event studies, which although in an embryonic stage, resonates with contemporary identity politics by exploring the political, cultural, sociological and psychological aspects of events. Arguably such perspectives are not new, but the critical event studies research strand draws this type of research together under one umbrella and this new domain also brings the limitations of the managerial perspectives that dominate most international event research into sharp focus.

Codina et al. close this chapter with a brand-new case study on the staging of the Pan-American Games in Lima, Peru in 2019. Like the recently concluded Rio Olympics, the case study provides some important lessons about the importance of working with local communities to ensure sustainable social legacies for mega events. This is perhaps even more important in developing countries like Peru which require greater levels of public sector investment because so much of the required infrastructure for the event would need to be purposely built.

Ferdinand, Wesner, Chidzey and Rosetti in Chapter 2 explore the environment for international events. As was the case for Chapter 1, the authors do acknowledge the scale of the impact that the COVID-19 crisis had for the industry but at the same time review other critical factors that have shaped international events since the publication of the last edition of the text. They note the sharp increases in tourism that took place in 2017 and 2018 and the uncertainty created by Britain's exit from the European Union as key global and international forces that have affected event organizations.

The new case study included in this chapter, a literary festival staged in a small town in Italy, provides an example of best practice in leveraging the unique aspects of a specific destination to successfully engage international tourists but at the same time provide benefits for the local community. This case study, like much of the chapter, reiterates the importance of appreciating the differences between countries and cultures as we look forward to the resumption of in-person, international events.

In summary, Part 1 of the text seeks to explore how international events continue to evolve in response to shifting realities. The specific ways in which event organizations continue to alter their operations to address new challenges are examined in more detail in Parts 2 and 3.

UNDERSTANDING INTERNATIONAL EVENTS

1

Rosa Codina, Nicole Ferdinand and Stephen J. Shaw

Learning Objectives

By reading this chapter students should be able to:

- Define the nature and scope of international events
- Explain how broader societal trends as well as recent global developments are impacting the form and function of events
- Identify the ways in which international events have been examined by researchers
- List and evaluate the positive and negative impacts that international events have had on communities and the environment
- Critically discuss the potential of international events to realize positive outcomes for a variety of stakeholders.

Introduction

Events have been a part of human civilizations since ancient times. They have marked changing seasons, heralded the appointment of new leaders, celebrated religious rites and rituals and also signified births and deaths. In today's societies they continue to serve these functions but they have become significantly more complex and elaborate and their audiences have grown exponentially. However, the period following the discovery and subsequent worldwide spread of SARS-CoV-2 (more commonly known as COVID-19)

brought the seemingly boundless growth of the events industry to a screeching halt. Countless high-profile events including live music concerts and festivals, sporting fixtures and arts and theatre events were abruptly cancelled as governments worldwide initiated restrictions on mass gatherings. At the time of the publication of text, restrictions on mass gatherings still remained in place in many countries.

China has been identified as one of the countries whose events sector was least affected by COVID-19, as following initially drastic restrictions, events began to be staged in that country with some degree of normalcy within a few months (Töre, 2020). There have been, though, considerable changes implemented around the procedures for both attending and participating events. For example, attendees at the Shanghai Museum's exhibits after it reopened were allowed to attend via appointments which were offered at 30% capacity. Those visiting the exhibits also needed to show ID and a health QR code to prove they have not been to high- risk regions or exposed to individuals infected with COVID-19. Additionally, they were required to undertake temperature checks, wear face masks and maintain a six feet (1.8 meters) distance from others (Zhang, 2020). Likewise, foreign exhibitors at Automechanika Shanghai 2021, in addition to following the measures highlighted for visitors to the Shanghai Museum (showing ID, the health QR code etc.) were required to to show a Notice on Release from Medical Quarantine document (Messe Frankfurt, 2020).

The experiences of both the Shanghai Museum and the Automechanika exhibition highlight the considerable challenges that staging international events pose for event organizers. Even the most cursory examination of the additional checks and processes for admitting attendees and exhibitors point to rising costs, whereas the requirements for social distancing signal reduced revenues. This situation suggests a rather untenable situation for the bottom lines of event organizations. However, COVID-19 has also demonstrated the innovation and hardiness of the sector. A notable example can be found in the National Basketball Association (NBA) in the USA. The USA is one of the countries worst affected by COVID-19; notably it was the first country to surpass 100,000 deaths from the virus (*New York Times*, 2020). The NBA collaborated with Yale university to implement rapid saliva-based testing of those within the 'NBA Bubble' – a tightly regulated isolation zone without fans located in the Walt Disney World Resort in Lake Buena Vista, Florida. It represented a considerable investment from the NBA to protect its players and required players, coaches, staffers for 22 teams, league staffers, media members among others to uproot their lives to spend months away from home (ESPN, 2020). Although the measures seemed drastic, it has been praised as an example of best practice to be emulated, as the NBA was able to finish the final eight games of the 19/20 regular season (previously suspended because of COVID-19) without a single positive case (Pegher, 2020).

Although COVID-19 has left an indelible mark on international events, which will be been examined throughout this text, it also has demonstrated the continued

relevance of societal trends which were responsible for seemingly unending growth in international events and also the importance of event impacts. Notably, the importance of television and online audiences for major sporting events has come into sharper focus, as has their potential to be subject to costly overruns. Tokyo's Olympics (cancelled in 2020) had made history to become the most expensive Summer Games ever, some of the increased costs coming from COVID-19 precautions that needed to be implemented (Ozanian, 2020). The symbolic value of events, like other leisure/experience goods (Lash and Urry, 2002; Nazreth, 2007; Pine and Gilmore, 2011) continues to persist. In Europe, attendance at livestreamed concerts emerged as one of the most popular leisure outlets under COVID-19 restrictions. They were used by attendees to remind themselves of feelings togetherness that such occasions bring about, although the lack a physical audience was seen to hamper renewed feelings of social solidarity (Vandenberg, Berghman and Schaap, 2020), underscoring the high value that attendees place on the sense of community created by attending events in person.

Events also continue to take on new forms and new meanings. Since the publication of the last edition of this text, the phenomenon of 'protests as events' and/or 'events as protests' as described by Lamond and Spracklen (2014) has become markedly more visible. Notable examples are provided by events that have been organized by the the Black Lives Matter (BLM) movement (established in 2013 in protest against racism and anti-Black violence), the Pussy Hat Project (a global women's movement started in 2016) and Extinction Rebellion (XR) (established in 2018 as global environmental movement): see BLM (2020), Pussy Hat Project (n.d.) and XR (n.d.) respectively. These organizations' protests blur the lines between leisure and activism and provide a sense a community and identity much like well-known events that hold a political significance, such as Gay Pride marches and the Live 8 concerts. Their high levels of social media attention, their attractiveness to young people, particularly those of the middle-classes (although this perhaps has only recently become the case for BLM) and their links to well-known celebrities further highlight their similarities to popular high-profile events which attendees visit both to see and to be seen.

This chapter seeks to provide students with an understanding of the nature and scope of international events. It will also highlight the dynamic nature of the events industry, demonstrating how broader societal trends and global developments are impacting the form and function of events. Additionally, the chapter will explore common research themes examined by international event researchers. Upon completing this chapter students should be able to critically discuss the range of issues involved in harnessing international events to achieve a variety of positive outcomes in changing circumstances.

What are International Events?

Although the term 'international event' is widely used to describe a variety of events, it is not part of many event typologies (see e.g. Falassi, 1987; Getz 2005). Within academic literature the terms 'major', 'mega' or 'hallmark' event are used to describe events which would commonly also be referred to as 'international' events. For instance, Bowdin et al. (2012: 20) describe major events as events that are capable of attracting 'significant visitor numbers, media coverage and economic benefits', noting that many international sporting events fall into this category. Additionally, Jago and Shaw (1998: 29) define mega events as 'one-time major events[s]' which are 'of an international scale, such as the New York World's Fair (1939) and the Festival of Britain (1951). Moreover, Getz et al. (2012: 52) describe hallmark events as those that require 'permanence and periodicity', and primarily 'benefit tourism and the host community', thereby creating a stronger place identity. The Edinburgh International Festival is perhaps a classic example of a hallmark event.

In the absence of an exact definition, some key characteristics of international events are apparent. Perhaps first and foremost is their explicit focus on attracting international audiences. Second, they are large-scale events which have a significant impact on their host communities. Third, they attract international or global media attention. Fourth, these events have specific economic imperatives such as increasing tourism visitors, job creation and providing new business opportunities. Thus, international events may be described as large-scale events which attract international audiences and media attention and meet a variety of economic objectives for the destinations in which they are hosted. Recent developments such as the COVID-19 pandemic and also growing popularity of online events have highlighted these international audiences maybe virtual rather than physical, and in such cases the destination's immediate economic benefits such as tourism visits, job creation and business opportunities may be reduced. So how are they different from other events, which would be described as local or national? Using their key characteristics, it is possible to distinguish them from other types of events (see Table 1.1).

Table 1.1 Key Characteristics Distinguishing Local Events from International Events

Dimensions	Local or community event	International event
Size	Small-scale	Large-scale
Audiences	Local	Local and international
Media attention	Local	International or global
Impacts	May be restricted to social or community-building, with less focus on income generation	Will have a range of impacts including, increasing tourism visitors, job creation and creating new business opportunities

The Origins of International Events

International events can be traced as far back as the beginnings of leisure and tourism, to Mesopotamia (situated approximately in modern-day Iraq), which is known as the Cradle of Civilization. It was there, for the first time in human history, that the surplus production of food and the formation of wealth led to the emergence of a small 'leisure-class' of priests, warriors and others that did not have to worry continually about its day-to-day survival. This elite class that inhabited the early cities found them 'overcrowded and uncomfortable' and tried to escape whenever possible (Weaver and Lawton, 2006: 57). They escaped to other countries to visit historic sites, buy artifacts and also attend events. For example, the ancient Olympic Games held between 776 and 261 BC provides one of the first examples of an event with an international character, and it is described as one of the first recorded examples of sport event tourism (Weaver and Lawton, 2006).

Early modern events which attracted international audiences were visited by travelers undertaking the classical 'Grand Tours', which first became popular during the mid-16th century (Withey, 1997). 'Grand Tour' was a term used to describe the extended travel of young men from the aristocratic classes of the UK and other parts of northern Europe to continental Europe for educational and cultural purposes (Towner, 1996). These tours were not regarded as strictly leisure pursuits as they were seen as educational and cultural experiences that were vital for anyone seeking to join the ranks of the elite. They eventually gave way to simple sight-seeing and began to include aspiring members of the middle classes as well as aristocrats (Weaver and Lawton, 2006). For these travellers attending cultural events and religious festivals were important features of Grand Tours and accounted in some part for the seasonal variations of visits to certain city centres. Rome, for instance, was particularly popular during Christmas, Easter and Carnival celebrations (Towner, 1985). These events, although rooted within the communities in which they were staged, became international because of the presence of these travellers on Grand Tours. It should be noted, however, that at this point, events attracting international audiences and tourism generally would not have been widespread. The cost of travel, along with the lack of tourism infrastructure, made traveling to other countries an expensive, difficult and often dangerous affair.

Thomas Cook, a cabinet-maker turned tour operator, has been credited with revolutionizing tourism travel by pioneering packaged tours. In doing so he democratized and also dramatically expanded tourism opportunities by making it much easier and cheaper for those wishing to travel by charging fixed prices for accommodation, travel and even food for a given route. He and later his company Thomas Cook & Son (officially established in 1871) negotiated much cheaper rates for block bookings than would be possible for individuals to do on their own. Thomas Cook was also responsible for taking British tourists to some of the early modern international events such as the Great Exhibition hosted in London's Hyde Park in 1851 (the first ever World's Fair or exhibition) and the International Exhibition hosted in 1855 in Paris (Thomas Cook Retail Ltd, n.d.).

World's Fairs and international exhibitions were among the first examples of international events as they are contemporarily understood (Roche, 2003). Britain and France were the main sponsors of these events which were established between the late 19th and early 20th centuries as these countries were the dominant colonial powers at the time. These events served to display their colonies, or their internally colonized peoples, to their home population, to their rivals and to the world at large (Benedict, 1991). The USA also hosted some of these early fairs and exhibitions, such as Chicago's World Columbian Exhibition in 1893 (Trennert, 1993) and the Louisiana Purchase Exposition (also known as the Saint Louis World's Fair) in 1904 (Benedict, 1991). A more recent example of this type of event was the New Millineum Experience (NME) hosted in the UK, which had as its centerpiece an exposition under a dome-shaped tent of fibre glass. The NME, more popularly known as the Millennium Dome, was meant to be a 'symbol of New Labour [the political party, which formed government at that time] and publicise its vanguard position in the world' (McGuigan and Gilmore, 2002: 1). It had the opposite effect due to huge cost overruns and attracting only half of its projected visitors, perhaps an indication that events of this type were better suited to an earlier period. Other notable international events established during the late 19th century, include the modern Olympic Games held in Athens in 1896 and Test Cricket, which was first played in 1877 (Williamson, 2009).

Why are International Events so Persistent?

Despite facing a number of serious challenges in the last decade including concerns about international event sustainability, terrorism threats and a number of public health crises (in addition to COVID-19, SARS, MERS, Avian Flu and the Zika virus posed challenges to event organizers), international events and event industries around the world have proven to be remarkably resilient. This may be partly due to sheer size of the industry. In 2018 the global events industry was estimated to be worth US$1,100 billion (Roy and Deshmukh, 2019). Globally, business events are estimated to provide 27 million jobs (Events Industry Council and Oxford Economics, 2018).

This growth has been driven in large part by globalization, which can be defined in a general sense as a process by which compression of the world in a holistic sense has taken place (Robertson, 2011). This process has been marked by a rapid increase in the linkages between people, places, communities, countries and markets, which have been facilitated mainly by technological developments in transport, telecommunications, internet technologies and social media. These technological developments have facilitated travel, which supports event tourism as well as other forms of participation in international events when face-to-face attendance is not possible. Furthermore, the latter two developments have provided increased opportunities for event organizers to reach international markets.

Globalization, in addition to impacting event audiences and organizations, has also significantly influenced national and local governments worldwide that host events. Richards and Wilson (2004) for example, suggest that increasing integration of the global economy has meant that the built environment, infrastructure and amenities in many cities have become similar. Infrastructure and amenities, once built, are very expensive to change or update significantly. City planners, destination management organizations, local governments and agencies charged with the responsibility of promoting destinations have turned to events and international events in particular as means of adding value to what would otherwise be 'fixed cultural capital' (Getz and Page, 2016; Ryan, 2020). Thus, the last two decades have been marked by the rise of 'eventful cities', as international events have become central to strategies for change in cities (Colombo and Richards, 2017; Simons, 2017). They are now increasingly being recognized for their potential to achieve a broad range of economic, social, cultural and environmental benefits when they form part of urban development plans (Richards and Palmer, 2010; Colombo and Richards, 2017). Getz and Page (2016) have highlighted five key destination development roles for international events (see Table 1.2).

Table 1.2   Destination Development Roles for International Events

Destination development roles	Description
Tourist attraction	International events attract a range of tourists who may otherwise have never come to a destination. In the case of an annual event, it may be the main reason why tourists return year after year.
Destination imaging/branding	International events which are hallmark events (i.e. events that are synonymous with a particular place) can serve to define a destination's image. A newly developed international event or programme of international events can also become part of the re-branding of a destination.
Place marketing	International events by generating excitement, attracting visitors and by encouraging the development of new infrastructure and amenities make the destinations in which they are staged better places to live, work and play.
Animator	The staging of international exhibitions, festivals, conferences and sporting competitions can provide the reasons for both locals and tourists to visit large venues which may otherwise go unused. They can also be a means for destinations to spread tourist demand throughout the year as they may provide a reason for tourists to come to a destination when the peak tourist season is over.
Development catalyst	International events bring about a range of impacts which can potentially lead to the total transformation of a destination. For example, an impact such increased tourism can snowball into the development of new businesses to cater to increased tourist demand, which can attract new jobs, which in turn can attract new residents to an area. In the long-term this can lead to more substantial impacts such as urban renewal and community capacity building.

Source: Adapted from Getz and Page (2016)

What Do We Know about International Events?

Much of the research on events that has been created or developed for international audiences focuses on 'event/festival tourism', a term which, as observed by O'Sullivan and Jackson (2002: 326), has been used as a 'catch-all' term which includes 'special event tourism and festivals of any size or organizational persuasion'. As event/festival tourism has become an increasingly important feature of the tourism development strategies for countries, governments and communities, there has been a significant increase in research publications in this area. Themes that have emerged are summarized in Figure 1.1.

International Event Audiences
Motivations, behaviour, market segments

International Event Evaluation
Economic, social, environmental

Research on International Events

International Events & Destinations
Tourism, economic impacts, branding

International Events & Authenticity
Object, existential
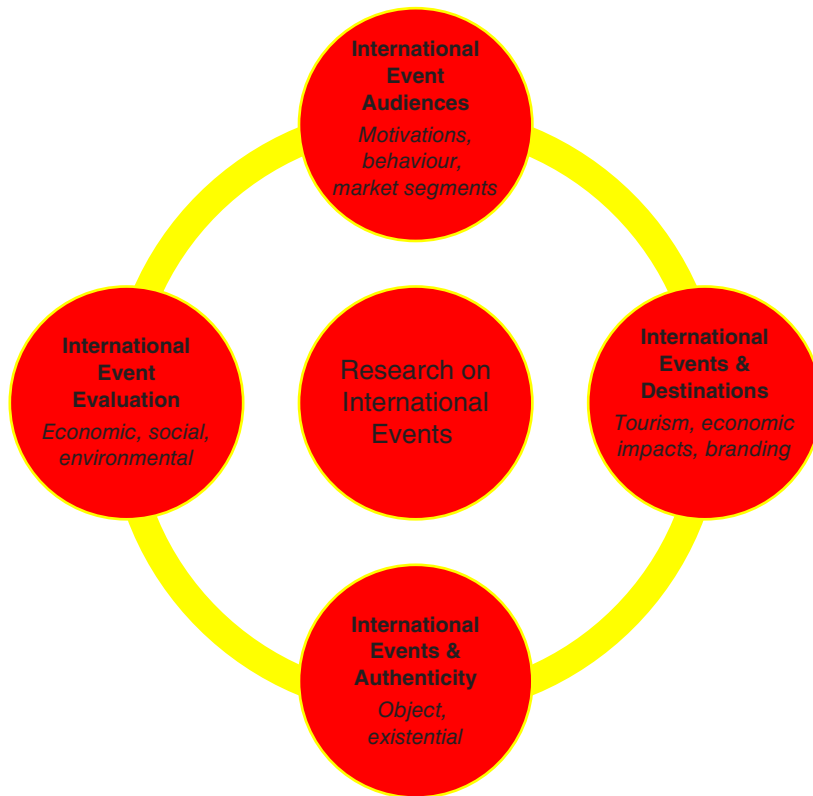
Figure 1.1   Common Research Themes on International Events

International Event Audiences

Research studies in this area focus on understanding and segmenting audiences, which has implications for how these events are promoted to tourists and local visitors.

A significant number are about determining the range of motivations or the reasons why people attend international events, such as the Crompton and McKay (1997) seminal study. Other studies have also sought to link motivations to other types of attendee behaviour such as satisfaction and repeat visits (Duan, Liu and He, 2020; Kruger and Saayman, 2019; Savinovic, Kim and Long, 2012). Understanding the differences in motivation among attendee segments is also an area that has attracted interest, for example, differences in motivations between attendees of different ethnic groups (Yan and Halpenny, 2019) and nationalities (Han, Mahony and Greenwell, 2016). Specific attendee segments, such as repeat and first-time visitors, have also been shown to exhibit distinct types of consumer behaviour (Kruger and Saayman, 2019). Researchers have also used statistical techniques such as cluster analysis to develop profiles of event attendees (Gomez-Casero et al., 2020; Jani, 2017).

International Events and Destinations

Destination studies examine the use of international events in marketing and developing a destination for tourist visitors. These tourists can be from overseas or from places just outside a particular destination. Tourism generated from international events has the potential to create new business, generate employment and increase the revenues of existing business due to the increase in expenditure tourists bring to a destination. Recent research continues to highlight the importance of international events within the economic restructuring and urban redevelopment strategies of cities (Gorchakova and Antchak, 2020; Richards, 2014; Richards and Palmer, 2010).

Despite the many benefits of event tourism, in practice accruing these benefits is far from straightforward and some may come with unintended consequences. Ferdinand and Williams (2014) highlight that while event tourism can breathe new life into heritage sites and create more economic and leisure options for locals, it must be approached carefully (particularly at religious monuments) so that these locations are not compromised by the substantial increase in visitors that tourism efforts can bring. Additionally, as Richards (2017) highlights, there is great variety in how destinations pursue 'eventfulness' strategies. He outlines three distinct models deployed: event-centric eventfulness, which focuses on event products and markets; sector-centric eventfulness, which focuses on economic sectors that can benefit from events; and network-centric eventfulness, which goes beyond the city to unlock value from connecting with stakeholders elsewhere.

For destinations pursuing non-economic objectives from their event strategies, their task is equally complex. For example, Li and Kaplanidou (2013) sought to examine the impact of the Beijing 2008 Olympic Games on the perception of China among tourists from the USA and found the event to have little impact on the perceptions of the country among visitors. Attitudes towards the host nation, whether positive or negative, tended to be further impacted by media exposure of the event rather than

attendance per se. Those who followed Olympic media coverage 'tended to have a more positive attitude toward China' (Li and Kaplanidou, 2013: 254).

International Events and Authenticity

Concerns about authenticity are especially prevalent when an event develops from a small home-grown or community-based celebration to a major or mega event which is staged for the benefit of tourism audiences. Authenticity is cited as one of the key characteristics which give cultural events, especially, their 'specialness' (Getz, 2005: 17), and is related to their grounding in indigenous cultural values and attributes.

However, what exactly is meant by an 'authentic event' is widely debated. Traditional notions of authenticity, as the term relates to cultural products such as festivals, seem to be linked to the concept of an 'object authenticity' which can normally be determined by objective criteria, such as scientific fact, or a known location or a historical figure (Wang, 2000). This would mean that an authentic event would be staged for its intended purpose and conform to a verifiable original format, such as in MacCannell's (1976: 160) concept of authenticity in tourism which he described as 'the pristine, the primitive, the natural, that which is as yet untouched by modernity'. Therefore, many tourism researchers argue that when tourist attractions, such as events, are put on for the purpose of visitor display, their authenticity is compromised because they become distorted to suit the needs of both the guests and their hosts in the pursuit of tourism goals (Boorstin, 1991; Bruner, 1991; MacCannell, 1999). The often-cited Greenwood (1989) article 'Culture by the pound' examines the Alarde, in Fuenterrabia in the Basque country, Spain and is perhaps the classic example of this phenomenon. It describes an event which depicts the ritual recreation of Fuenterrabia's victory over the French in 1638 that loses its authenticity when the ritual is exploited for tourism and economic gains.

However, there is also the concept of an 'existential authenticity'. Event locations have the potential for individuals to experience this type of authenticity because they can be sites of self-making, meaning-making and belonging (Kim and Jamal, 2007; Szmigin et al., 2017). This type of authenticity has nothing to do within an objective reality as existential feelings are subjective and arise out of the particular meanings ascribed to events by individuals. Therefore events, although invented, can still provide a feeling of specialness or authenticity because of the values that attendees ascribe to them. One such event is the annual Inti Raymi festival hosted in the city of Cuzco, Peru. The Inti Raymi festival, or the Festival of the Sun as it is also known, was created in 1944 as part of Cuzco Day, a day meant to commemorate the city's glorious Inca past. Cuzco Day was created by a school teacher, Humberto Vidal Unda, in collaboration with fellow contemporary intellectuals and the support of private and public institutions (Mendoza, 2008; Silverman, 2013). Its explicit role was to 'remember

the worth of Cuzco, what it was in the past and the preponderant role it played in American history' (Vital Unda cited in Degregori, 1994: 16). The staging of the Inti Raymi, embedded in the creation of Cuzco Day, was a re-enactment of the ancient Inca Festival of the Sun and was always meant to attract domestic and foreign tourists; its importance for tourism further increased over time (Mendoza, 2008). The Inti Raymi festival is further described in Case Study 1.1.

Case Study 1.1 – The Inti Raymi Festival (Peru)

Each year, on the winter solstice (21 June), the Inti Raymi festival is celebrated in the city of Cuzco, Peru. The Inti Raymi in its present form is a modern re-enactment of the ancient Inca Festival of the Sun, which, according to historical records, lasted for nine days and was meant to celebrate the new year in the southern hemisphere (Wanot, 2016). The ceremony also celebrated the mythical origins of the Inca people and was filled with dances, processions and both human and animal sacrifices (Silverman, 2013). Nowadays, the Inti Raymi festival is largely a theatrical re-enactment of this historic ceremony, featuring actors playing Inca characters and only lasting for one day. The festival starts in the morning on the large open field at the front of the Korikancha (the ancient Inca Temple of the Sun) and finishes in the archaeological site of Saqsayhuamán, where the final part of the re-enactment is played out. This is where thousands of local spectators crowd surrounding hills for a glimpse of the ceremony (Silverman, 2013). Whilst premium grandstand seats in the main arena of Saqsayhuamán are available for sale to the general public, these are generally expensive and mostly taken up by tourists from outside the city.

The Inti Raymi festival was re-created in 1944 by Humberto Vidal Unda with the support of private and public institutions (Mendoza, 2008; Silverman, 2013). The underlying rationale for reviving this ancient Inca ritual was to draw national and international attention to the city of Cuzco, as well as to attain economic growth for the city through tourism (Mendoza, 2008). The festival was re-created by Vidal Unda and his collaborators based on historical records dating back from early Spanish colonial times, which described how the ceremony took place in Inca times. Furthermore, several

(Continued)

committees were set up to create the costumes and scenery for the festival (Barreda Murillo, 2000). Thus, as noted by anthropologist Elaine Silverman, the resulting Inti Raymi festival is both an invented tradition (Hobshawn, 1983) 'and a somewhat historical re-enactment with an abundance of drama-turgical license' (Silverman, 2013: 131). It may be argued that Inti Raymi is a re-interpretation of a historical event; albeit it represents an idealized depiction of a despotic Inca empire (Mendoza, 2008).

One of the main aims of Vidal and his collaborators was to achieve economic development for the city by turning Cuzco into the leading tourism destination in the continent (Silverman, 2013). The intent was to provide a concentrated Andean experience that would motivate domestic and foreign tourists to visit the city (Silverman, 2013). As Kirshenblatt-Gimblett aptly points out, 'festivals have the practical advantage of offering in a concentrated form, at a designated time and place, what the tourists would otherwise search out in the diffuseness of everyday life, without the guarantee of ever finding it' (1998: 59). Nonetheless, although tourism lay at the forefront of the festival's revival, through its reimagining of a glorious Inca past, the festival was also meant to make the people of Cuzco value their culture, history and contemporary society (Mendoza, 2008).

Over the years, these aims have largely been accomplished as the festival consistently attracts large numbers of domestic and foreign tourists to witness this celebration (Silverman, 2013). Similarly, the festival has been enthusiastically embraced by Peruvians and Cuzqueños (Cuzco residents) alike, as an important national celebration of the nation's Inca heritage and Andean roots (Silverman, 2013). Such is the importance that Inti Raymi has acquired throughout the years, that it now constitutes a national holiday for Peruvians, and the festival is broadcasted on national television (Silverman, 2013).

Although Inti Raymi is a 'highly manufactured and contrived cultural performance' (Silverman, 2013: 129), it also recognizes that meanings associated with national identity and heritage are embodied and constituted through performance. For Cuzqueños (and festival performers in particular), the Inti Raymi is a validation of Cuzco's key role in national historical narrative and a local manifestation of pride of place and local heritage (Silverman, 2013). For the national population at large, it proposes a definition of Peruvian identity that is further linked to its Andean roots than in Lima, the capital, which has

lost much of its connection to Indigenous heritage and Quechuan language. Last, for the willing tourists it provides a condensed Andean experience that transports them back in time.

Inti Raymi is concomitantly the recreated performance of an Inca ritual and a modern narration of local and national identity in the context of contemporary Peru and global tourism. The festival caters to different audiences who receive and interpret its cultural values according to their 'specific social and historical contexts' (Inomata and Cohen, 2006: 16). Whereas the experience of international tourists may have been shaped by essentialist images of a timeless Inca land promoted by travel ads and movies, that of Peruvians and Cuzqueños has been shaped by locally reliant events and processes. Although it may be said that there is no shared interpretation of the festival's meanings and functions amongst the diverse audience groups and participants, they share different but meaningful experiences of Inti Raymi that respond in part to their differently motivated expectations.

Figure 1.2   A Re-enactment Scene During the Inti Raymi Festival
Photo credit: IStock LSP1892

International Event Evaluation

Much of the funded research that is done on international events is done for the purpose of evaluation. Typically international event evaluations are undertaken in order to account to stakeholders, both public (e.g. local councils, central government departments and funding agencies) and private (e.g. sponsors, investors and donors) for the investments made in international events. The vast most of this type of research whether undertaken by practitioners or academics initially focused on economic impacts, with the majority being on large-scale sporting events (see for e.g. Gratton, Dobson and Shibli, 2000; Mules and Faulkner 1996; Solberg, Andersson and Shibli, 2002). This type of evaluation involves the calculation of tourism and other types of additional expenditure that is generated as a result of an event being staged.

The bias towards economic evaluation has been noted within academic literature, along with the urgent need to also take the social and other impacts of all types of events into account (Cheng and Jarvis, 2010; Reid, 2007; Zhou and Ap, 2009). However, non-economic impacts, such as social impacts, are somewhat less straightforward to evaluate as it involves more subjective types of data. Typically, individuals are asked to make a judgement on the social impacts an event has for their communities or their lives generally. A number of tools have been developed which can be used to measure the social impacts of international events, including Social Impact Attitude Scales (Delamere, Wankel and Hinch, 2001), Social Impact Perception (SIP) Scales (Fredline, Jago and Deery, 2003; Small, 2007) and Event Image Scales (Deng, Li and Shen, 2015). See Table 1.3 for sample scale items which are used for this type of measurement.

Table 1.3   Sample Social Impact Scale Items

Sample scales	Positive items	Negative items
Social Impact Attitude Scale – items adapted from Delemare, Wankel and Hinch (2001)	• Discovering and developing cultural skills and talents • Feeling a sense of pride and recognition • Enhancing of community image • Learning new things • Ongoing positive cultural impact	• Pedestrian traffic increases too much • Vandalism increases • Delinquent activity increases • Overcrowding takes place • Uses too much community financial resources
Social Impact Perception scale – items adapted from Fredline, Jago and Deery (2003)	• Improvement in event area appearance • Maintenance of public facilities • Employment opportunities • Increased range of interesting things to do • Turnover for local businesses	• Noise levels • Rowdy and delinquent behaviour • Prices of some goods and services • Litter in the event vicinity • Excessive drinking and/or drug use

Sample scales	Positive items	Negative items
Social Impact Perception Scale – items adapted from Small (2007)	• Enhanced community identity • Increased pride in the town • Community ownership of the festival • Positive cultural impact • Togetherness within the community	• Difficulty finding parking • Road closures • Frustration with visitors • Disruption to normal routines • Underage drinking
Event Image Scale – items adapted from Deng, Li and Shen (2015)	• Satisfies curiosity • Broadens horizons • Sufficient resting areas • Friendly and helpful volunteers • New and unique theme	Not applicable

Source: Adapted from Delemare, Wankel and Hinch (2001); Fredline, Jago and Deery (2003); Small (2007) and Deng, Li and Shen (2015)

The Finnish Evaluation Event Tool (FEET) is an evaluation tool that seeks to apply a more holistic approach to event evaluation and seeks to incorporate the measurement of both economic and social impacts of events. It includes questionnaires and interviews of event organizers; questionnaires of event attendees; questionnaires of local residents; questionnaires of local entrepreneurs; and questionnaires of local policy makers (Pasanen, Taskinen and Mikkonen, 2009) (see Table 1.4). A more detailed discussion of the application of different types of economic and social event evaluation approaches, methods and tools can be found in Chapter 9 of this text.

Table 1.4   Finnish Event Evaluation of Tool Components

Stakeholder	Questionnaire	Interview
Festival organizer	X	X
Festival attendees	X	
Local residents	X	
Local entrepreneurs	X	
Local policymakers	X	

Source: Adapted from Pasenen, Taskinen and Mikkonen (2009)

Growing concerns about the environmental impacts that international events generate has prompted international event evaluators to look beyond economic and social impacts and also investigate their environmental impacts. A growing number of international events have now embraced the 'triple bottom line' (TBL; the measurement of

social, economic and environmental impacts) in the evaluation of these types of events. Hede (2007) proposed an approach to applying the TBL to event evaluation which incorporates stakeholder theory so that it can be applied at the planning stages of events. This approach has also been applied by other researchers and specifically to international events such as the Hail International Rally in Saudi Arabia (Ahmed, 2017) and the Auto Expo, a biennial automobile event held in India, counted among Asia's largest automotive shows (Singh, Shalender and Joan Su, 2020).

Researchers have also applied other evaluation approaches which focus on the specific environmental impacts of events, such as Ecological Footprint Analysis (Collins and Cooper, 2017) (see Table 1.5).

Table 1.5   Ecological Footprint Components

Components	Estimated using
Travel	Visitor travel to the festival, which includes data from: • UK visitor travel • international visitor travel • average car occupancy estimated from survey data.
Food and Drink	Type and quantity of food and drink items purchased by visitors, which includes: • estimated spending on food and drink during stay • average cost of food and drink items by outlets at the festival • composition of food items.
Energy use (overnight accommodation)	Number of visitor nights spent in overnight accommodation, and type of accommodation, which includes data from: • guesthouses • hotels • hostels • self-catering accommodation.

Source: Adapted from Collins and Cooper (2017)

More on the growing importance of sustainability for international events can be found in Chapter 10 of this text.

Critical Event Studies

The topics discussed above reveal the bias of event management research towards operational and managerial issues. Even studies on authenticity largely focus on

managerial strategies which seek to capitalize on this aspect of events and/or prevent its depletion typically to safeguard their commercial viability (Aykol and Aksatan, 2019; Brida, Disegna and Osti, 2013; Robinson and Clifford, 2012). Critical event studies have emerged as a departure from the operational issues that normally form the basis of event management research. Spracklen and Lamond (2016: 3) describe the evolving discourse as one which seeks to 'develop a new critical pedagogy and critical theory of events'. It provides political, cultural, sociological, psychological and historical perspectives on events and explores critical approaches to event research (Lamond and Platt, 2016). This critical turn has allowed the discipline of events management to intersect with contemporary political movements such as #metoo, BLM, LGBTQ+ by examining the challenges that women, people of colour, homosexual and transexual communities among others face when participating in events (Finkel, Sharp and Sweeny, 2018). Although the area is still very much in its infancy and therefore cannot yet be meaningfully analysed to identify specific patterns or trends, international event management students and researchers should keep abreast of this growing discourse.

The Impacts of International Events

The preceding section provided an overview of the approaches, methods and tools used in the evaluation of international events. This section will examine the specific impacts that international events have for the destinations in which they are hosted. All international events will have significant economic, social and environmental impacts. The challenge for event organizers and other stakeholders involved in the staging of international events is to manage these impacts so that the positive impacts outweigh the negative consequences. They must also ensure that the benefits are seen to be distributed fairly throughout the community in which the event is hosted.

Economic Impacts

International events contribute specific economic outcomes that can be quantified. These include immediate impacts from visitors spending to the area concerned, ticket sales and sponsorship raised. However, given the staggering costs associated with many international investments, greater importance is often placed on longer-term impacts connected with a destination such as business start-ups established and jobs created and retained through stimulation of a visitor economy. This is especially the case when international events have been used as catalysts for urban regeneration. 'Urban regeneration' can be described as a process by which a comprehensive and integrated vision and action brings about a lasting improvement in the economic,

physical and environmental condition of an area which has gone through a significant change (Roberts, 2000).

Among the most visible contemporary targets of event-led urban regeneration strategies are post-industrialized towns and cities which have become run-down and plagued by social problems, such as crime and unemployment, after the closure or decline of their major industries. One of the key roles of international events in urban regeneration plans in such cases is to assist in the reimagination of localities that have not been regarded as safe or desirable destinations for leisure and tourism because of their associations with poverty and the concerns visitors have over personal security, especially after dark. The aim of such a reimagination is not only to draw tourists but also new residents, in particular those who can be described as part of the 'creative class' – knowledge workers, intellectuals and various types of artists believed to be a driving force for economic development in post-industrial cities (Florida, 2002). The creative class are associated with creation of businesses such as technology start-ups, small galleries, cafes and bistros, all of which cater to serving the needs of creative workers.

In practice, event-led urban regeneration is elusive for many destinations. For mega events, particularly, a discrepancy between bid commitments and the delivery of promised outcomes is a great risk for any city or country planning to invest in hosting a mega event (Stewart and Rayner, 2016). Even when successful it is problematic because it is often difficult to strike an acceptable balance in organizing international events that simultaneously enthuse all sections of the resident population and appeal to external audiences. Frequent complaints are that urban regeneration strategies render cities/localities unrecognizable to local residents, and that many of the benefits of regeneration accrue to newcomers rather than long-time residents who may not have the skills to benefit from the new jobs created or may be priced out the market of new housing developments which become even more expensive as newcomers move into an area.

Duignan and Pappalepore (2019) note that the significant long-term reorganization of public spaces which was undertaken for the London 2012 Olympics was justified with promised economic benefits for the local community, especially local entrepreneurs. In reality, small local businesses found themselves excluded from the benefits of Olympic visitors coming to the destination as tourists were funnelled into areas occupied by corporate sponsors and transnational firms. Additionally, local businesses found they could not even maintain their regular trade levels, suffering what was described as 'the worst trading period in living memory' during the two weeks of the London 2012 Games (*Guardian*, 2012 cited by Duignan and Pappalepore, 2019: 170). Residents were cautioned about potential overcrowding and stayed off the city's streets.

It has been observed for destinations that have no previous history of hosting international mega events economic losses rather than benefits are the most likely outcome

(Stewart and Rayner, 2016). In preparation for such events, new sporting arenas and supporting infrastructure such roads and transport systems would have to be built. In Brazil, where football is a national obsession, there were violent protests against the estimated US$11.5 billion bill for the FIFA 2014 World Cup hosted there (Watson, 2014). Two years later, Brazil's capital city, Rio, went on to host the Summer Olympic and Paralympic Games; this decision was also criticized, as at the time the country was facing a financial crisis and the city's police officers and firefighters were not being paid (Garcia, 2016). Conservative estimates put the final costs of hosting the Olympic Games in Rio at US$13.1 billion (The Associated Press, 2017), some three times over its projected cost. The city, now saddled with significant post-Olympic debt, has become somewhat synonymous with arguments against the hosting of mega events due to their disastrous economic consequences.

It is also worth mentioning here that the Tokyo Olympics' substantial additional costs from postponement and COVID-19 safety measures, as well as the health risks from hosting the rescheduled Games in 2021, had sceptics questioning the decision to go ahead with the event (Kageyama, Wade and Ueda, 2020). As mentioned previously, these additional costs increased the Olympic budget by an estimated 21% and made it the most expensive Summer Olympics ever to be hosted.

Social Impacts

For most people events are an integral part of daily life. They represent critical milestones and are among the most memorable experiences individuals can have. The persistence of wedding, birthday, graduation and farewell celebrations demonstrate the enduring relevance of events to human life. Traditional religious organizations continue to host large-scale international events, such as the Islamic Hajj pilgrimage undertaken by Muslims and Holy Week held in Rome as part of the religious observances of the Catholic Church. However, for many in consumption-driven Western societies, events are no longer a time of rest or recuperation from labour or times to reflect on religious values and beliefs or even to mark the changing seasons and rhythms of life. They are instead sites in which individuals seek to connect with each other and find meaning as opportunities for both are now in short supply. Indeed, the emergence of modern-day music festivals and sporting events as forms of alternative spirituality has been observed by a number of researchers (Kommers, 2011; Li and Wood, 2016).

In large cities that are gateways to immigration, events such as annual parades, festivals and carnivals (e.g. St Patrick's Day, Chinese New Year and Caribbean Carnivals in Europe) bring together members of ethnic and cultural minorities, some of whom may be recent arrivals while others may have settled for several generations. As with food, music and other traditions, religious and secular festivals can play an important

role in uniting those communities and reinforcing their shared identities. In some cases, the event evolves over time and takes on new forms and meanings through fusion with other cultural influences. Therefore, the bigger picture or mosaic of many festivals at different times in a city's annual events calendar may confer an image of diversity, inclusion and tolerance that can be promoted to external audiences as a positive feature. London's Notting Hill Carnival, Rotterdam's Zomer Carnival and Berlin's Karneval der Kulturen have become models of how international events can be used to engage residents of diverse cultural backgrounds and to provide recent immigrants with an opportunity to show their presence and affiliation. For the cultural organizations involved in these events, they are also occasions to feel proud of their culture, especially when it is displayed for an international audience.

As is the case with economic impacts, there are also negative social impacts that result from the staging of international events. Large crowds of people gathered for an extended period, often under the influence of alcohol, can lead to the display of unsociable, dangerous or illegal behaviours. A common problem is crime and arrests amongst international event attendees. There is also the social dislocation experienced by the local population from the increased strain put on public services such as transportation, roads and even hospitals when large numbers of tourist visitors come to a destination to attend an international event. Some international events have particular social problems associated with them. Mega football championships have been observed to be linked to sex tourism (Bonthuys, 2012; Castilho, Evrard and Charrier, 2018), whilst internationally renowned music festivals such as Coachella have made international news headlines for allegations of sexual assualt and harrassment (Papisova, 2018). Moreover, it has been observed that celebrations which focus on the cultures of minorities can potentially lead to the reinforcement of cultural or ethnic stereotypes (O'Donnell et al., 2016).

Environmental Impacts

International events can have significant impacts for both the built and natural environments of destinations, especially when they are linked to urban regeneration and urban renewal strategies. The former, as mentioned previously, involves lasting changes to the economic as well as physical and environmental conditions of an area, whereas the latter focuses specifically on land development. Urban renewal is therefore defined as a process that involves both the replanning and redevelopment of land, typically through demolition of existing structures but it may also include the conservation of areas threatened by blight that are worthy of preservation because of their historical and cultural associations (Andrusz, 1984).

Mega sporting events perhaps provide the most visible examples of international events which are staged for the purpose of urban renewal and the resulting positive

impacts they can have on the built and natural environment. These include the development of new and/or improved transport and communications infrastructure; showcasing of an area's natural environment; the creation of new accommodation and other facilities (e.g. events spaces, sporting arenas and hotels) for residents and visitors; and the promotion of best practices in sustainable international event management (Bowdin et al., 2012). The London 2012 Olympics aimed not only to inspire a generation to take up sport but also to regenerate East London, the destination in which it was staged (Watt, 2013). To this end there were several urban renewal projects incorporated within the building of the Olympic infrastructure. These included:

- The Olympic Park, now renamed Queen Elizabeth Park, was earmarked to serve as a new attraction for the capital offering world-class sporting facilities for athletes as well as the local community.
- The accommodation for athletes within the Olympic and Paralympic Village was to be developed with the long-term goal of providing thousands of new homes for sale and for rent (half of which was to be affordable housing).
- The Olympic and Paralympic Village, which would become known as East Village, was to be equipped with a new educational campus as well as a community health centre.

However, balancing the impacts of the urban structural and socio-spatial consequences of international events poses significant challenges. Critics point out that event-led urban renewal strategies can entail the evictions or displacement of existing poor and working-class populations and their replacement by the middle-class (Hiller, 2000) when their homes and/or places of work are demolished to make way for new infrastructure. These displaced populations may also suffer dislocation from their workplaces and/or social networks. Additionally, resident populations that are spared eviction can still be subject to the deprivation and exclusion which results when an area's services and facilities are developed to cater to a different and more affluent social group (Whitson and Macintosh, 1996). Moreover, traditionally, the global and future orientation of international events, like the 'placelessness' of the corporate architecture of shopping malls, theme parks and airports that are built as part event-led urban renewal strategies, arguably destroy any sense of spatial and cultural identity that an area possesses (Relph, 1976). Ironically, city planners by seeking to use international events to carve out a distinctive position for their cities in the eyes of the world end up doing the exact opposite. Musing on the Ontario Place Exhibition complex in Toronto, Relph explained the underlying logic of events that are 'deliberately intended as points of innovation as trend-setters in design and style and taste: they are meant to be copied' (1976: 105).

Aside from the consequences of urban renewal, all events whether local or international have several negative impacts on the natural environment. These impacts can

be divided into categories: air quality, geological condition, water pollution, depletion of natural resources, and flora and fauna (David, 2009). The London 2012 Olympics, despite its lofty aims of regenerating East London and being the 'greenest Games ever', was criticized for having several detrimental impacts on the environment. One of the most reported in the news media was the permanent loss of allotments (shared lands used by the community for growing food), common land and green space by the Manor Garden Society (MGS). The MGS was offered replacement grounds, but it has been described as of a much lower standard than the lands previously held (Corporate Watch, 2014). Corporate Watch (2014) also highlighted several other negative impacts that London 2012 had for the environment (see Table 1.6).

Table 1.6   Negative Environmental Impacts from the London 2012 Olympic Games

Environmental impacts	Outcomes for the community
Loss of biodiversity	• Permanent removal of nature reserve • Permanent loss of an estimated 42.47 hectares of sites of importance for nature conservation (SNICs)
Loss of allotments, common land and green space	• Loss of 100-year-old allotments by local gardening society • Loss of football pitches used by local footballers • Communities being pitted against each other for the limited remaining green spaces
Nuclear waste	• Risks of contamination from trains carrying nuclear waste travelling through the Olympic Park during the Games
Aviation	• Rise in the number flights as well as noise, local air pollution and carbon emissions
Toxic waste	• Risks from exposure due to the 7300 tonnes of contaminated soil being shifted in the run up to construction

Source: Adapted from Corporate Watch (2014)

It should be noted that the Olympics, as well as several international events, have come a long way in minimizing the negative impacts they have on the environment. In fact, one of the positives that has come out of the COVID-19 pandemic is the widespread deployment of digital event platforms to host online international events, which have been noted to be far more sustainable than flying attendees and participants from around the world and at the same time they eliminate waste, disposables, cleaning and venue-associated energy consumption (McKinley, 2020). Moreover, the switch many event organizers and attendees have made to online is predicted to persist well beyond the COVID-19 crisis.

Chapter 10 of this text provides details of the strategies that international event organizers have developed to manage negative environmental impacts.

Case Study 1.2 – Evaluating the Social Legacy of the 2019 Pan-American Games on Villa Maria del Triunfo, Lima (Peru)

Introduction

The Pan-American Games are an Olympic-style competition for athletes from any nation of the Americas and were hosted in Lima during the months of July and August 2019. As part of the new infrastructure developed for the Games, a new athletic sports complex was built in Villa Maria del Triunfo (VMT), a low-income residential district on the outskirts of the city of Lima (Lima2019, 2019a). The new sports complex was built to host the staging of non-traditional sports in Peru such as water polo, rugby, baseball, hockey and archery competitions. The underlying rationale for building new facilities in socio-economically deprived areas of the city was largely linked to the idea that the Pan-American Games would leave behind a social legacy of improved infrastructure and enhanced access to sport participation for local communities (Lima 2019, 2019b). Given the citizens of VMT were expected to be one of the main beneficiaries of projected legacy outcomes, a study following an ethnographic-led approach was conducted during the weeks preceding the start of the Games, and throughout the staging of the event. The study used semi-structured interviews and participant observation to explore the lived experiences, narratives and views of VMT residents relating to the Pan-American Games. The main aim of the study was to assess the extent to which the staging of sporting events fosters lasting social and economic changes in disadvantaged communities, as well as the degree to which community views and knowledge are incorporated in the planning and materialisation of community-centred socio-economic legacies.

Background to the Study

The XVIII Pan-American and Paralympic Pan-American Games took place in the city of Lima between July and August 2019. According to official figures shared by COPAL (Lima 2019 Organizing Committee), the total expenditure of hosting the Games in the city of Lima averaged US$1,200 million (*El Comercio*, 2019). The largest expenditures were spent on the building of new sporting facilities and the updating of existing stadiums (*El Comercio*, 2019). In VMT, a brand-new sporting facility – the Villa Maria

(Continued)

del Triunfo sporting centre – was built from scratch in a partly vacant piece of land.

The construction of the sports complex took around one year and was finished weeks before the start of the Games, with a total investment of around US$ 100 million (*El Peruano*, 2019). COPAL planned the construction of the sports complex and handed the management of the facilities to the Peruvian Institute for Sports (IPD), a public sector entity, after the culmination of the Games. According to COPAL, the expected socio-economic legacy of staging the Games for VMT was foremost related to urban regeneration – through the improvement of roads and sporting facilities – improved access to non-traditional sports for local youth, and a sustainable sports infrastructure to serve as training and hosting grounds of high-level sports (Lima 2019, 2019a). Figure 1.3 depicts an image from the 2019 Pan-American Games in Lima.

Figure 1.3   Image from the 2019 Pan American Games in Lima

Source: REUTERS / HENRY ROMERO – stock.adobe.com

Findings

Pre-Event Findings

In-situ observation during the initial weeks of the staging of competitions in VMT revealed that upgrading of surrounding roads and pavements had been delayed and works were still taking place during the staging of the

event. This led to numerous street closures and traffic diversions. In turn, this angered some residents, who complained about the lack of communications or warnings from organizers concerning the timing of these closures. It was apparent that neither organizers nor local authorities communicated these measures clearly and with sufficient notice to residents.

Numerous interviewees also stated that no consultation took place with neighbours prior to the building of the sports centre, nor were they consulted about the community's vision for future legacy outcomes. Residents and community leaders held particular visions for the future of the sports complex. These included fostering local youth participation in non-traditional sports and local youth involvement in volunteering activities during the staging of the Games. The latter proved a point of contention for some residents, who thought organizers should have prioritized the participation of local youth in volunteering activities, especially given local VMT youth seldom have the opportunity to participate in an event of that scale. Instead, organizers opted to recruit volunteering candidates through an online portal opened to anyone living in the city of Lima. This arguably puts local youth at a disadvantage given the limited access to internet services in some areas of VMT, the VMT's youth overall lower access to higher education opportunities, and their lower levels of technological literacy.

Findings also uncovered that neighbours were never directly informed about the timing nor the duration of the construction of the new sports complex. Organizers chose not to use community groups or leaders to communicate with neighbours, opting instead to display information about construction works and associated disruptions using street posters, often without notice. Several interviewed residents mentioned that this lack of direct communication and ad-hoc approach led to neighbours feeling disenfranchised and unaware of completion times for construction of the new sports centre and the timing of associated disruptions.

Event and Post-Event Findings

As previously mentioned, the sports complex was finished within weeks of the official start of the Games. This meant that associated improvements in roads and public spaces had to be delayed given the completion of the complex was prioritized. During the staging of the Games in VMT, several surrounding streets were still being paved and excavated. This not only caused traffic disruptions and deviations, but it also annoyed residents who

(Continued)

felt this portrayed a damaging image of their neighbourhood, adding to the existing perception in the press of VMT as a deprived and dangerous area of the city. One interviewed local cab driver noted 'I tell foreign tourists I am a foreigner when they ask me about the neighbourhood. I'm ashamed … look at the state of the streets!' Thus, some residents felt that the tarnished state of the streets not only reflected a negative image of the neighbourhood, but more particularly of residents themselves. Moreover, local hopes for improvements in public transportation were never realized, leading to most visitors having to reach VMT by taxi cabs or private transportation.

Figure 1.4   Althlete at the Pan-American Games in Lima, with a yet to be Regenerated VMT in the Background

Source: REUTERS / GUADALUPE PARDO – stock.adobe.com

Despite these concerns, the construction of the sports complex did appear to have a favourable impact on locally owned restaurants, convenience stores and resident employment. Several interviewed neighbours noted that some of their family members worked in construction in the building of the sports centre. Similarly, restaurants adjacent to the sports complex saw a temporary boom in business with construction workers and businesspeople regularly visiting for lunch. During the staging of the

Games, small convenience stores adjacent to the complex turned into improvised souvenir shops, with many of these seeing an upsurge in customers due to spectators purchasing refreshments and snacks during their visits to VMT. This proved particularly beneficial for the female population given convenience stores and restaurants are largely owned and managed by women. Nevertheless, this upsurge in business and employment was largely transient as VMT is located on the outskirts of Lima and offers little in the way of tourist attractions motivating travellers to visit after the Games.

Following the staging of the Games, the sports complex remained temporarily vacant, with some reports in the media highlighting the lack of due maintenance of sports facilities (*El Comercio*, 2019). Yet one year following the staging of the Games, facilities have been used to stage several summer sports camps (Lima2019, 2020a), to serve as a training ground for the Peruvian hockey federation (Lima2019, 2020b), and more recently a weekly local produce market (Andina, 2020). However, other infrastructures built for the Pan-American games in the city of Lima have been used throughout the pandemic as temporary hospitals to treat COVID-19 patients.

Initial Conclusions

Research suggests that the socio-economic legacies of mega events should be evaluated in the long run (Li and McCabe, 2013; Preuss, 2007), and thus it is too early to conclude whether a lasting community centre legacy will be achieved for VMT. However, preliminary findings relating to event leveraging, denote that the views and perspectives of VMT residents were not sufficiently incorporated in the planning and development of the sports complex nor the potential legacy outcomes. This reveals a top-down approach to legacy planning, which in turn replicates prevailing governance structures in the Peruvian public sector at large.

Improvements related to road infrastructure were delayed and developments in public transportation, which could have left a lasting impact on the lives of VMT residents, did not materialize. This was a missed opportunity to leverage post-event impact and justify the public investment in staging the Pan-American Games. Whilst local community members and businesses adjacent to the sports complex benefited from employment and increased business due to the staging of the games, this effect was largely temporary.

(Continued)

The legacy of the Pan-American Games regarding youth participation in non-traditional sports and high-level sports competitions remains to be revealed, and if materialized may provide the current generation with unprecedented access to sports participation.

Questions

1. Aside from community members, which other stakeholder groups do you think should be consulted when planning event legacies?
2. Based on the case study, list the possible elements of focus for evaluating the socio-economic legacy of a mega event on a host community
3. What could be the long-term benefits of an event such as the Pan-American Games?
4. Write a brief outline of how the Pan-American Games could be evaluated, incorporating details from the case study where possible.

Chapter Summary

Events are a vital part of the human experience. They provide cherished memories, mark critical milestones and reinforce beliefs, values and cultures. In post-modern societies events have become a source of spirituality in and of themselves. The staging of cultural events for tourists is also a source of income and pride for the practitioners of indigenous cultural forms.

The resilience of international events in the face of challenges, such as terrorism and public health concerns, can be linked to changes in the world's economies because of globalization. These changes are what contribute to the persistent demand for international events, even if event formats must be adjusted in response to changing circumstances.

A great deal of the research done on international events centres on understanding them as tourism products. Common themes that have emerged are understanding international event audiences; the role of international events in developing the image of destinations; the authenticity of international events; and the evaluation of international event impacts. Although somewhat in its infancy, critical event studies have emerged as an alternative approach to understanding international events which moves beyond managerial and operational issues to provide political, cultural, sociological, psychological and historical perspectives.

International events have great potential to be sources of positive long-term impacts in the destinations within which they are hosted when they are part of urban renewal

and regeneration strategies. However, it can be quite a challenge to balance the positive impacts and negative consequences of such strategies.

Review Questions

1. How are international events used to transform the images of destinations?
2. What are the arguments for and against staging festivals which represent specific ethnic groups in communities?
3. Why is measuring the social impacts of international events more difficult than their economic impacts?
4. What are the issues involved in using international events as part of urban regeneration and renewal strategies?

Additional Resources

Books/Journals

Dashper, K. and Finkel, R. (2020). 'Doing gender' in critical event studies: a dual agenda for research. *International Journal of Event and Festival Management*, 12(1): 70–84.
This paper focuses on various contexts, approaches and applications for 'doing gender' in critical event studies, providing an alternative perspective for investigating international events.

Davidson, R. (2018). *Business Events*. Oxford: Routledge.
This book provides an international perspective on the dynamic and fast-expanding business events sector.

Gold, J. R. and Gold, M. M. (2020). *Festival Cities: Culture, Planning and Urban Life*. Oxford: Routledge.
This book provides a reflective and evidence-based historical overview of how international festivals have become embedded in destination development strategies.

Useful Websites

www.ileahub.com – Website for the International Live Events Association (ILEA), a global community of creative event professionals.

www.ifea.com – Website for the International Festival and Events Association World (IFEA), an association dedicated to supporting and enabling festival and event professionals worldwide.

www.mpi.org – Website for Meeting Professionals International.

References

Ahmed, T. S. A. A. (2017). A triple bottom line analysis of the impacts of the Hail International Rally in Saudi Arabia. *Managing Sport and Leisure*, *22*(4): 276–309.

Andina (2020). 'Mercado De la Chacra a la Olla atienden en complejo deportivo Villa María del Triunfo'. *Lima: Andina*. Available at https://andina.pe/agencia/noticia-mercado-de-chacra-a-olla-atienden-complejo-deportivo-villa-maria-del-triunfo-807770.aspx (accessed 24/5/21).

Andrusz, G. (1984). *Housing and Urban Development in the USSR*. Albany, NY: State University of New York Press.

Aykol, B. and Aksatan, M. (2019). Authenticity as a contributor to satisfaction with arts events: the moderating role of involvement. In M. Volgger and D. Pfister (eds), *Atmospheric Turn in Culture and Tourism: Place, Design and Process Impacts on Customer Behaviour, Marketing and Branding* (pp. 259–76). Bingley: Emerald Publishing.

Barreda Murillo, L. (2000). Inti Raymi o Fiesta del Sol. *Parlante*, *70*, 8–9.

Benedict, B. (1991). International exhibitions and national identity. *Anthropology Today*, *7*(3): 5–9.

Black Lives Matter (2020). About. Available at https://blacklivesmatter.com/about/ (accessed 24/5/21).

Bonthuys, E. (2012). The 2010 football world cup and the regulation of sex work in South Africa. *Journal of Southern African Studies*, *38*(1): 11–29.

Boorstin, D. (1991). *The Image: A Guide to Pseudo-Events in America*. New York: Vintage.

Bowdin, G., McDonnell, I., Allen, J. and O'Toole, W. (2012). *Events Management*. Oxford: Butterworth-Heinemann.

Brida, J. G., Disegna, M. and Osti, L. (2013). The effect of authenticity on visitors' expenditure at cultural events. *Current Issues in Tourism*, *16*(3): 266–85.

Bruner, E. M. (1991). Transformation of self in tourism. *Annals of Tourism Research*, *18*(2): 238–50.

Castilho, C. T., Evrard, B. and Charrier, D. (2018). Child sex tourism in the context of the 2014 FIFA Football World Cup: The case of the host city of Recife, Brazil. *Sport in Society*, *21*(3): 497–515.

Cheng, E. and Jarvis, N. (2010). Residents' perception of the social-cultural impacts of the 2008 Formula 1 Singtel Singapore Grand Prix. *Event Management*, *14*(2): 91–106.

Collins, A. and Cooper, C. (2017). Measuring and managing the environmental impact of festivals: The contribution of the Ecological Footprint. *Journal of Sustainable Tourism*, *25*(1): 148–62.

Colombo, A. and Richards, G. (2017). Eventful cities as global innovation catalysts: the Sónar Festival network. *Event Management*, *21*(5): 621–34.

Corporate Watch (2014). The real environmental impacts of holding the Olympics in East London. *Corporate Watch*, 27 July. Available at https://corporatewatch.org/news/2012/jul/26/real-environmental-impacts-holding-olympics-east-london (accessed 24/5/21).

Crompton, J. L. and McKay, S. L. (1997). Motives of visitors attending festival events. *Annals of Tourism Research*, *24*(2): 425–39.

David, L. (2009). Environmental impacts of events. In R. Raj and J. Musgrave (eds), *Event Management and Sustainability* (pp. 66–75). Wallingford: Cabi.

Degregori, L. N. (1994). *Señores Destos Reynos*. Lima: Peisa.

Delamere, T. A., Wankel, L. M. and Hinch, T. D. (2001). Development of a scale to measure resident attitudes toward the social impacts of community festivals, Part I: Item generation and purification of the measure. *Event Management*, *7*(1): 11–24.

Deng, C. Q., Li, M. and Shen, H. (2015). Developing a measurement scale for event image. *Journal of Hospitality and Tourism Research*, *39*(2): 245–70.

Duan, Y., Liu, B. and He, Y. (2020). Study on relationships among sports spectator motivations, satisfaction and behavioral intention: Empirical evidence from Chinese marathon. *International Journal of Sports Marketing and Sponsorship*, *21*(3): 409–25.

Duignan, M. B. and Pappalepore, I. (2019). Visitor (im)mobility, leisure consumption and mega-event impact: The territorialisation of Greenwich and small business exclusion at the London 2012 Olympics. *Leisure Studies*, *38*(2): 160–74.

El Comercio (2019). Lima 2019: Estado peruano invirtió US$ 1200 millones en los Juegos Panamericanos, según EFE. Lima: El Comercio. Available at https://elcomercio.pe/panamericanos-lima-2019/noticias/lima-2019-gobierno-peruano-invirtio-us-1200-millones-juegos-panamericanos-efe-noticia-657066-noticia/?ref=ecr (accessed 24/5/21).

El Peruano (2019). Inversión total para Lima 2019 ascendió a S/ 4,000 millones. Lima: El Peruano. Available at https://elperuano.pe/noticia/81862-inversion-total-para-lima-2019-ascendio-a-s-4000-millones (accessed 11/7/21).

ESPN (2020). Everything that happened in the NBA bubble. *ESPN*, 8 October. Available at www.espn.co.uk/nba/story/_/id/30055011/everything-happened-nba-bubble (accessed 24/5/21).

Events Industry Council and Oxford Economics (2018). *Global Economic Significance of Business Events*. Alexandria, VA: Events Industry Council.

Extinction Rebellion (n.d.). About us. Available at https://rebellion.global/about-us/ (accessed 24/5/21).

Falassi, A. (1987). Festival: Definition and morphology. In A. Falassi (ed.), *Time Out of Time: Essays on the Festival* (pp. 1–10). Albuquerque, NM: University of New Mexico Press.

Ferdinand, N. and Williams, N. (2014). Event staging. In J. Connell and S. Page (eds), *The Routledge Handbook of Events* (pp. 249–62). Oxford: Routledge.

Finkel, R., Sharp, B. and Sweeney, M. (eds) (2018). *Accessibility, Inclusion and Diversity in Critical Event Studies*. Oxford: Taylor & Francis.

Florida, R. (2002). The economic geography of talent. *Annals of the Association of American Geographers*, *92*(4): 743–55.

Fredline, L., Jago, L. and Deery, M. (2003). The development of a generic scale to measure the social impacts of events. *Event Management*, *8*(1): 23–37.

Garcia, F. (2016). Brazilian police greet tourists with 'Welcome to Hell' sign at Rio airport. *Independent*, 28 June. Available at www.independent.co.uk/news/world/americas/brazil-rio-police-welcome-hell-tourists-olympics-a7108091.html (accessed 24/5/21).

Getz, D. (2005). *Event Management and Event Tourism* (2nd edn). New York: Cognizant.

Getz, D. and Page, S. J. (2016). Progress and prospects for event tourism research. *Tourism Management*, *52*, 593–631.

Getz, D., Svensson, B., Peterson, R. and Gunnervall, A. (2012). Hallmark events: definition, goals and planning process. *International Journal of Event Management Research*, *7*(1/2): 47–67.

Gomez-Casero, G., Pérez Gálvez, J. C., Lopez-Guzmán, T. and Jara-Alba, C. A. (2020). Segmentation of tourists in cultural events: The case of the classical theatre festival of Almagro. *Event Management*, *24*(2–3): 2–3.

Gorchakova, V. and Antchak, V. (2020). An eventful tourism city: Hosting major international exhibitions in Melbourne. In A. M. Morrison and A. J. Coca-Stefaniak (eds), *Routledge Handbook of Tourism Cities* (pp. 174–86). Abingdon: Routledge.

Gratton, C., Dobson, N. and Shibli, S. (2000). The economic importance of major sports events: A case-study of six events. *Managing Leisure*, *5*(1): 17–28.

Greenwood, D. J. (1989). Culture by the pound: An anthropological perspective on tourism as cultural commoditization. In V. L. Smith (ed.), *Hosts and Guests: The Anthropology of Tourism* (2nd edn) (pp. 171–85). Philadelphia, PA: University of Pennsylvania Press.

Han, D., Mahony, D. F. and Greenwell, T. C. (2016). A comparative analysis of cultural value orientations for understanding sport fan motivations. *International Journal of Sports Marketing and Sponsorship*, *17*(3): 260–76.

Hede, A. M. (2007). Managing special events in the new era of the triple bottom line. *Event Management*, *11*(1–2): 13–22.

Hiller, H. H. (2000) Toward an urban sociology of mega-events. *Research in Urban Sociology*, *5*: 181–205.

Hobshawn, E. (1983). Introduction: Inventing traditions. In E. Hobshawn and T. Ranger (eds), *The Invention of Tradition* (pp. 1–14). New York: Cambridge University Press.

Inomata, T. and Cohen, L. S. (2006). Overture: An invitation to the archaeological theatre. In T. Inomata and L. S. Cohen (eds), *Archaeology of Performance: Theatres of Power, Community and Politics* (pp. 11–46). Lanham, MD: Alta Mira.

Jago, L. K. and Shaw, R. N. (1998). Special events: A conceptual and definitional framework. *Festival Management and Event Tourism*, *5*(1–2): 21–32.

Jani, D. (2017). Local attendees' perceptions of festival impacts: A factor-cluster analysis approach to the Zanzibar International Film Festival. *Journal of Convention and Event Tourism*, *18*(4): 301–17.

Kageyama, Y., Wade, S. and Ueda, K. (2020). Critics speak out on Tokyo Olympic costs, pandemic, fairness. *AP News*, 13 November. Available at https://apnews.com/article/pandemics-winter-olympics-kohei-uchimura-tokyo-health-7ec8adb325f155cdfa781ac7c9fe08f5 (accessed 24/5/21).

Kim, H. and Jamal, T. (2007). Touristic quest for existential authenticity. *Annals of Tourism Research*, *34*(1): 181–201.

Kirshenblatt-Gimblett, B. (1998). *Destination Culture: Tourism, Museums and Heritage*. Berkeley, CA: University of California Press.

Kommers, H. (2011). Hidden in music: Religious experience and popular culture. *Journal of Religion and Popular Culture*, *23*(1): 14–26.

Kruger, M. and Saayman, M. (2019). 'All that jazz': The relationship between music festival visitors' motives and behavioural intentions. *Current Issues in Tourism*, *22*(19): 2399–414.

Lamond, I. R. and Platt, L. (eds) (2016). *Critical Event Studies: Approaches to Research*. Berlin: Springer.

Lamond, I. R. and Spracklen, K. (eds) (2014). *Protests as Events: Politics, Activism and Leisure*. London: Rowman and Littlefield.

Lash, S. and Urry, J. (2002). *Economies of Signs and Space*. London: Sage.

Li, S. and McCabe, S. (2013). Measuring the socio-economic legacies of mega-events: Concepts, propositions and indicators. *International Journal of Tourism Research*, *15*(4): 388–402.