

## FINDING THE GAPS IN EVENT MANAGEMENT RESEARCH: A DESCRIPTIVE META-ANALYSIS

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Event and festival management is a growing topic of interest in the field of academic research on tourism and for many destinations because of the significant benefits event tourism can bring to a host destination. This study had three objectives. First, we attempt to identify primary research subjects of past studies. Second, we look at suggested implications of past studies. Lastly, we attempt to identify the “gaps” in previous festival management research and suggest topics for future event management studies. Three-hundred and two articles were identified in four leading event and festival management journals: *The International Journal of Event and Festival Management*, *Event Management*, *International Journal of Event Management Research*, and the *Journal of Convention and Event Tourism*. Analysis of the identified articles notes prominent contributors to event and festival management literature, most prevalent topics of study, primary focus as seen from one of four balanced scorecard (BSC) perspectives, most dominant regions of research, and most prominent methodologies employed for event and festival management research.

**Key words:** Event and festival management; Meta-analysis; Balanced scorecard

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### Introduction

Event and festival management is an increasingly popular topic of interest in the area of tourism research. As a quickly growing segment in tourism, the hosting of events and festivals emerges as a significant topic considered during city planning and development. Getz (2008) stated that events are one of the more important factors influencing consumers

to travel, thus helping promote and aid the growth of the tourism industry. The effects and influences of event management have been well recorded and play an important role in attracting tourists to a destination, and can significantly affect destinations’ competitiveness (Getz, 2008). Because event tourism can bring significant benefits to the host destination, an increase has been seen in the number of cities interested in event and festival management.



As defined by Bladen, Kennell, Abson, and Wilde (2012), event management is “the organization and coordination of the activities required to achieve the objectives of events” (p. 3). Events are temporary gatherings of people, each with a distinctive purpose, with a definitive beginning and end (Bladen et al., 2012). Each event or festival is a unique occurrence based on its location (region), theme, size, and so on. Even those held annually can differ considerably throughout the years, increasing the challenges to planning and hosting events and festivals.

Though studied extensively throughout the past decade, research on event and festival management has yet to be comprehensively analyzed due to its broad content matter. This article discusses the topics of event management in detail through a qualitative, meta-analysis review method. Three subjects are thoroughly addressed:

- Research question 1: What are the primary research subjects of the previous event management studies?
- Research question 2: What are the suggested implications of past event management studies?
- Research question 3: What are the “gaps” in previous research and what should be studied?

#### Literature Review

Because the marketing implications of event tourism are so extensive, the topic of event management is highly significant to the growth of the industry. Just as destinations vary, so do the types of events held, with each event having different characteristics that need to be managed in unique ways. Eight event classification sectors were identified by Getz (2008), ranging from cultural celebrations to sporting events. First, events can be related to local culture, customs, or religion. For example, the running of the bulls in Spain and Carnival in Brazil both qualify as cultural events. The second identified event classification sector is state or political events, such as the Democratic National Convention, the crowning of the monarchy, or 2012’s Royal Wedding in England. These events are primarily organized to help foster national pride, but also can promote interest in internationals as well. Third are events focusing on art and entertainment. Examples include music festivals, such as South by Southwest

in Austin, TX, and the Cannes International Film Festival held in France annually. Additionally, conventions and fairs are categorized as business/trade events, and seminars and conferences are categorized as academic/scientific events. Private events, including weddings and charity events, comprise a separate category, and professional sporting events, like the World Cup or the Olympics, and recreation events, such as recreational soccer tournaments and youth sports showcases, make up the final sectors of event management.

Because these events differ and are held for diverse purposes, event managers need to focus on how to properly conduct each event, attract travelers, and respond to stakeholders such as the local tourism industry and local governments and communities (Getz, 2008; Kim, Kim, Ruetzler, & Taylor, 2010). Size often becomes a decisive factor when organizing events. Event organizers have the critical task of evaluating the capacity of the location in which the event is to be held. In order to accommodate large groups, it is sometime necessary to construct new facilities and improve public infrastructure before a major event is hosted. Furthermore, location of the event—rural, urban, or otherwise—determines a considerable amount regarding the management of an event or festival. Both large cities and small towns hosting events have the opportunity to display their community’s spirit and charm (Kim, Kim et al., 2010). As each location has unique attractions pulling in visitors, a well-managed event can impress tourists and encourage a follow-up visit. Towns and cities both use event venues as a basis to spur economic growth and development, which continues despite increasingly volatile regional, as well as national, economies (Hassanien & Dale, 2011).

#### *Supply and Demand*

Event management can be further subdivided into two aspects: supply side and demand side. Motivations of tourists as well as tourists’ demographic characteristics should be carefully considered by event management demand side. Li, Huang, and Cai (2009) identified the most important motivation for tourist is to “escape.” Providing a relaxing atmosphere in which these tourists can escape from the realities of daily life is critical for the attraction of

this segment's business. Additional travel motivations include "nostalgia," "novelty," "patriotism," and "event excitement." Kim, Goh, and Yuan (2010) also noted travel motivations in their food festival study, finding six major factors influencing visitors internally and externally. The demand side of travel motivation gives great insight into the consumer and allows managers to better understand tourist's decision-making process. In contrast to demand side, the supply side looks at event management from the viewpoint of the host, be it the hotel, convention center, stadium, or the city as a whole. Hassanien and Dale (2011) noted a diversification of the market from a supply perspective, ranging from specialist to mega-events, as well as a growth fueled by the nonprofit sector and small to midsized organizations with access to existing resource bases from the supply side. K. Smith and Garnham's (2006) study of distribution channels attempted to link both supply and demand sides of the event management sector to better understand how industry elements work together.

#### *Qualitative Versus Quantitative Studies*

Qualitative instruments such as interviews as well as quantitative instruments such as surveys have been implemented throughout the study of event management to identify thoughts and ideas of those involved with planning, advertising, implementing, and overseeing the management of events throughout the world, as well as the perspective of the consumers visiting events and festivals. Fenich, Hermann, and Hashimoto (2012) developed through a qualitative experimental design a framework for the development of qualifications in meetings, expositions, events, and conventions. This study looked at public records, academic literature, as well as personal knowledge, and interviews, and noted seven registered qualifications with a focus in meetings, incentives, conventions, and events. Arcodia and Reid (2008) utilized a qualitative content analysis method within a study to identify codes of ethics for industry professionals. Four major categories were identified: reputation, personal conduct, and respect; effective business practices; professionalism; and communication.

On the other hand, quantitative methods of analysis are also frequently used for studies of event

and festival management. Park (2009) utilized a web survey to document and analyze motivation and characteristics of attendees of a New York boat show. Analyses revealed three motivational factors reduced from 15 motivations for attendees at the New York boat show, a determined three cluster segments of attendees. Clusters were "boat purchase seekers," "multipurpose seekers," and "show-event browsers." Grunwell, Ha, and Martin (2008) used a quantitative survey design to compare attendees of two North Carolina festivals, finding significant differences between spending patterns, attendee characteristics, and the economic impact of the two festivals. Jonsson and Devonish (2007) also conducted a study using a phone survey to determine the attitudes of residents in Barbados towards the bed and breakfast (B&B) initiative. Looking at frequency of tourist contact, initiative awareness, occupation, and obstacles possibly facing the initiative, Jonsson and Devonish (2007) found that respondents had moderately positive levels of acceptance towards the B&B initiative and noted a significant relationship between attitudes toward the initiative and frequency of contact with tourists.

Often the research design necessitates the use of mixed methodology to best define or analyze the study objectives. Finkel (2006) used a mixed methods research design to look at the goals and reality of art festivals in the UK. Using both surveys and in-depth interviews, the study's findings suggest that "the increasing economic-centric perspective is one of the reasons for the increasing standardization and homogenization of combined arts festival programming across the UK" (p. 25). Beaven and Wright (2006) also used a mixed method research design, conducting both surveys and semistructured interviews to examine the attitudes of graduate's employers, and compared the opinions of employers of graduates with the opinions of employers who have not hired graduates. Williams and Elkhatab (2012) implemented a mixed method design to explore social capital emerging from the collective set of activities pursued by a network of stakeholders leveraging tourism benefits from the 2010 Vancouver Winter Olympic and Paralympic Games. Through the use of interviews with stakeholders, as well as follow-up surveys, findings from the study indicate significant variances in confidence

levels, trust, personal ties, values, mutual respect, and human capacity generated through the activities of the stakeholders of the 2010 Winter Olympic and Paralympic games. Furthermore, mixed methods design was used by K. Smith and Garnham (2006) in a study of distribution channels for convention tourism in New Zealand. Findings indicate that most individuals learn about the convention product through association information channels, convention organizers, as well as external, non-convention-related sources.

### Methodology

This research used a qualitative method of meta-analysis to review the existent literature on the topic of event management to identify trends and gaps in the literature. To be specific, content analysis was applied to construct metrics and evaluation tables for this study. Abrahamson suggested (1983), "content analysis can be fruitfully employed to examine virtually any type of communication" (p. 286). For content analysis, the following steps were followed:

1. Reviewed the keywords and specific journals to select articles.
2. Key factors were examined and developed to construct tables.
3. Factors were reviewed in tables.
4. Contents were analyzed and compared.

Three hundred and two studies conducted over the past decade (2003 to 2012) within four prominent academic journals (*The International Journal of Event and Festival Management*, *Event Management*, *International Journal of Event Management Research*, and *Journal of Convention and Event Tourism*) regarding the topic of event and festival management were identified in the review through a comprehensive search for a 5-month time period. Studies were organized by author, journal, topic of study, region of study, methodology, and balanced scorecard (BSC).

### Balanced Scorecard

BSC is an evaluation method of the performance of management in corporations (Maxi-Pedia, 2012). Often, BSC is applied by upper level managers of

companies to make a decision. Four main perspectives are evaluated within the model: financial, customer, internal process, and learning and growth (Advanced Performance Institute [API], 2012). Financial perspective views the financial goals of the organization, such as improvement of productivity and revenue growth. The customer perspective analyzes client-oriented goals, including product design and customer satisfaction. Internal process perspective centers on the internal operations of the company, while learning and growth perspective views the educational functions of the company, such as employee education programs.

Epstein and Manzoni (1998) reported that BSC is an ideal instrument for interpreting and redefining the missions and operational objectives of an organization into more tangible and achievable goals. Through the use of the results of BSC of an organization, operational strategies better fit for the organization can be implemented. Although a company's performance is not easy to measure inclusively due to its highly complex content, BSC's four perspectives may allow for coverage of all parts of business performance. Furthermore, improvements can be made to the international communications and execution systems, performance evaluations systems, and management information, as well as strategy and organizational adjustments (API, 2012). Huckestein and Duboff's study (1999) analyzed the effectiveness of the BSC model in their study and showed that the model successfully makes the operation.

The results of this study shows which journals and researchers are significant to the study of event and festival management and will help to identify future trends of event and festival management within the industry. The 302 articles included in this study are detailed in an Appendix (available at: [https://cmht.unt.edu/sites/default/files/Event\\_Management\\_Appendix.PDF](https://cmht.unt.edu/sites/default/files/Event_Management_Appendix.PDF)).

### Results

#### Authorship

Four hundred and seventy-six authors of 302 articles were identified among the four journals. Donald Getz has contributed eight event management articles over the last decade, making him the

leading contributor in the field among these four leading journals in the event and festival management field. Charles Arcodia and Leo Jago are also among the leading contributors in the field among the four journals analyzed, both publishing seven articles since 2003. Additionally, Sacha Reid contributed six papers to the academic literature. Other notable contributors include Ji-Eun Lee, Tommy D. Andersson, and Melville Saayman, each authoring four articles within the four journals over the past decade (Table 1).

In a 2004 study, Getz looked at selection criteria as well as success factors for bidding on event hosting in Canada. He noted that the most important factors for a winning bid included the strength of partners, presentation excellence, and conducting each bid as if it were unique. Additionally, two extensive reviews of the literature of event management and event tourism were conducted to identify current and future trends within the event/festival management sector (Getz, 2012; Getz, Andersson, & Carlsen, 2010). Jago, Dwyer, Lipman, van Lill, and Voster, (2010) looked at the reasons mega-events often fail to reach their full potential as host destination, finding that “event organizers and destination managers adopt a short-term perspective rather than seeing mega-events as part of a long-term strategy for the destination” (p. 220).

Arcodia and Reid (2005) reviewed the literature on professional associations, finding six commonly occurring service categories in events: educational services, business services, communications services, advocacy services, community services, and buying power improvements. Additionally, Arcodia and Reid (2008) looked at the ethical codes and standards of professional organizations in service. Through a content analysis methodology, they noted that about

40% of 152 associations had ethical codes that were explicitly stated, with four main categories: reputation, personal conduct and respect; effective business practices; professionalism; and communication.

Melville Saayman is also a significant contributor to the academic literature on event/festival management, most commonly conducting studies of events and festivals in South Africa. One study of the Comrades Ultra-Marathon looked at the economic impact of the event on Pietermaritzburg and Durban, two South African cities (Saayman & Saayman, 2012). Findings suggested that over 600 jobs were dependent on the ultra-marathon and that provincial economy was greatly affected. Additionally, Kruger, Saayman, and Ellis (2010) attempted to identify determinates of visitor expenditure at a South African arts festival, noting that “higher income, occupation, age, (number of) people paid for, (number of) tickets purchased, and attendance of other festivals are significant determinants influencing the amount of money spent by visitors at the festival” (p. 137).

#### *Journal Publications*

Four leading journals of event and festival management were reviewed through a meta-analysis for content. These journals included *The International Journal of Event and Festival Management*, *Event Management*, *International Journal of Event Management Research*, and the *Journal of Convention and Event Tourism*. Among these four journals, *Event Management* was the leading publisher of event and festival management articles, publishing 190 articles related to the field of event and festival management since 2003. Forty-five articles were published between 2003 and 2012 in *Journal of Convention and Event Tourism*, 40 articles in the *International Journal of Event and Festival Management*, and 27 articles in the *International Journal of Event Management Research*. *Event Management* is a clear leader among the journals as event and festival management research is the sole focus of its publications (Table 2). Additionally, the *International Journal of Event and Festival Management*, though only publishing 40 articles, has only recently been in publication, with its first journal volume in print in 2010. At the current rate of publication, it is likely to emerge as a strong

Table 1  
Top Contributing Authors

Rank/Name	No. of Articles
1. Donald Getz	8
2. Charles Arcodia	7
3. Leo Jago	7
4. Sacha Reid	6
5. Je-Eun Lee	4
6. Tommy D. Anderson	4
7. Melville Saayman	4

Table 2  
Rank of the Four Journals

Rank/Title	No. of Articles
1. <i>Event Management</i>	190
2. <i>Journal of Convention and Event Tourism</i>	45
3. <i>The International Journal of Event and Festival Management</i>	40
4. <i>International Journal of Event Management Research</i>	27

competitor with *Event Management* in terms of the volume of articles published annually.

#### *Subject Analyzed/Category of Study*

We looked at event type to determine which is most prevalent among the research. Of the 302 identified articles examined, studies of general events or festivals account for 150 of the articles. The other prominent focus was sport events, including mega-sporting events like the World Cup and the Olympics, as well as professional sport events, and amateur sport events. Seventy-four articles looked at the management of sport events. The remaining studies include research of food and wine events, special events, music events/festivals, art and cultural events/festivals, as well as business and trade events (Table 3). Other event/festival categories also fall under the scope of the remaining studies, including, but not limited to, rural festivals, charitable events, conventions, and film festivals.

Sport events are the most commonly discussed and researched subject of event management, partly

due to its prevalence among all populations, at all experience levels, including amateur, recreational, and professional. Shonk, Greenwell, Bravo, and Won (2012) recently “examined sporting event rights holders’ perceptions of factors related to their last event and identified factors germane to intentions to return” (p. 1), finding that event facilities, accommodations, event security, supportiveness, and accessibility were the most important characteristics of the event site for rights holders. Using a case study approach, Karadakis, Kaplanidou, and Karlis (2010) conducted a SWOT analysis to identify any strengths or weaknesses, as well as opportunities or threats facing host cities of mega-events. This study found that strengths in volunteers, certain infrastructure, strong economy, and political standing and weaknesses arise from poorly organized infrastructure, small country size, poor political structure, and an unstable or unpredictable economy. Included opportunities are tourism growth, new business developments, high quality of life, and infrastructure improvement, whereas threats include event costs, ecological pollution,

Table 3  
Categories of Study/Subject Analyzed

Rank/Topic	No. of Articles
1. General events	150
Festivals	42
Sports events	33
Mega-sporting events	24
Professional sporting events	30
Amateur sporting events	21
2. Management/operation of sports events	74
3. Special events and festivals	78
Food and wine events	18
Special events	24
Music events/festivals	23
Art and cultural events/festivals	3
Business and trade events	10

and resident displacement. A study conducted by Hallman and Harms (2012) attempted to discover the determinants of motivation of major sporting event volunteers, identifying significant differences between volunteers of different event types. Surprisingly, they noted no effect over motivation for “love of the sport,” but found that personal growth and value expression influence volunteer motivation most significantly.

Many studies looked specifically at festivals, both rural and urban, from a variety of perspectives. Foley, McPherson, and Matheson (2006) conducted research to determine the impact of globalization on Singaporean cultural festivals, in accordance with Robertson’s (1995) thesis of *glocalisation*. They noted that “globalizing influences are not in opposition to the local manifestation of cultural identities in Singapore as there is space for both the local and global within *glocalisation*” (Foley et al., 2006, p. 1). The research by Liang, Illum, and Cole (2008) examined the visitor behavioral intentions, and these intentions in relation to received benefits of attendance according to distance traveled and place of origin. Findings of the study indicated three primary factors based on benefits derived from socialization, enjoyment, and history appreciation. Additionally, distance traveled negatively correlated with revisit intention, and the socialization benefit was higher among local visitors than those who traveled longer distances.

Music and film events, as well as business and trade events and private events were the focus of other studies identified. Daniels, Lee, and Cohen (2012) emphasized the influencing attributes of the selection of wedding reception venues. Their study focused on a private event type not often found in the academic literature regarding event and festival management, but are perhaps one of the most common events taking place worldwide. The study revealed communication, aesthetics, access, pricing, and food/beverage as the most important factors for couples selecting wedding venues. It was the first study looking at the determinants of wedding expenditure. Lu and Cai (2011) looked at conventions and exhibitions to analyze the image–loyalty relationship, finding that event image does not impact on the loyalty of attendees to the hosting destination, but venue and destination image does significantly impact loyalty. All satisfaction

measurements—event satisfaction, venue satisfaction, and destination satisfaction—had significant influence on attendees’ overall satisfaction. However, attendee satisfaction did not impact loyalty. Other studies looked at charitable events, including a study conducted by Nadav, Smith, and Canberg (2010). This study looked at corporate sponsorship of events for charity in North Carolina. Though many businesses use event sponsorship as a marketing tool in order to enhance public image of the corporation, little research has been conducted to understand sponsorship of events. The study done by Nadav et al. sought to develop a decision-making model of charitable event sponsorship for businesses. Six key factors were identified as influential: business policy, event type, projected outputs, value perceived, type of organization, and projected outputs. Finally, music and film events were one of the most popular subjects among researchers. Earl and Patten (2011) looked at community attitudes associated with gatecrashing a music festival hosted outdoors. Not surprising, most visitors to outdoor music festivals did not support illegal entry methods to the festival, defined as “gatecrashing.”

### Region

Another element of the analysis sought to identify regions in which much of the research on event and festival management occurs. The top three identified regions include the US, with 62 studies in the past decade, Australia, with 49 studies, and the UK, with 37 studies; 16 studies were conducted in Canada, 11 in Korea, and 8 in South Africa (Table 4). As many of the studies looked at the existent literature, 57 of the 302 identified studies had no associated country/region.

Twenty percent of all identified studies for this meta-analysis were conducted in the US. Choi and Almanza (2012) looked at the risks associated with food safety at festivals and fairs in a comparison study among vendors at festivals/fairs and restaurants. The implications of the study suggest that training guidelines for food handlers, as well as inspection guidelines, should be different between temporary vendors and permanent facilities (restaurants). Cecil, Reed, and Reed (2011) looked at the curriculums of US higher education institutions to explore the offerings of event management

Table 4  
Top Regions of Studies

Rank/Country	No. of Studies
1. United States	62
2. Australia	49
3. United Kingdom	37
4. Canada	16
5. South Korea	11
6. South Africa	8

programs across the country. Robson (2011) conducted a study of event planners, looking at the demographic profiles of event planners to assist in the development and marketing of new career education offerings to professionals in the field of event planning.

Australia, though boasting a population less than 10% that of the US, contributes a large number of articles to the academic literature, likely because some of the top contributors to the field reside within the country, including Getz, Reid, Arcodia, and Jago. Henderson and Lissiman (2010) conducted a case study of the Australia II's victory in the 1983 America's Cup to look at the impacts of sporting success for the nation. Mair (2011) looked at the effects of climate change on events from an Australian perspective. Not surprisingly, Mair noted that different types of events will be affected differently by global climate change, but those relying on specific locations will be the most greatly affected. Caust and Glow (2011) investigated entrepreneurialism among the participated artists at the Adelaide Fringe Festival.

The UK was the third most common location for studies of event and festival management. R. Ralston, Downward, and Lumsdon (2004) examined volunteer expectations before the 2002 Commonwealth Games, finding multiple important factors related to training, recruitment, and other managerial dimensions that affected volunteer motivation, as well as the impact of an event in the long term. Gelder and Robinson (2009) also looked at motivation among visitors to a Scottish music festival. The most important finding of this study was that it is hazardous to rely only on the festival's theme to attract consumers because multiple motivations would be drawn from visitors.

Any locations around the world can host events and festivals, thus research in the topic of event and festival management should not be limited to only a few destinations. Heijman and Jongenburger (2011) looked at the impact of the 2018 FIFA World Cup on the Netherlands using an input and output analysis. Yolal, Çetinel, and Uysal (2009) examined festival motivation at a festival in Turkey. Yolal, Woo, Cetinal, and Uysal (2012) conducted comparative research of motivations across different products at festivals, also in Turkey. Findings of the study indicate differences in attendees' motivations, showing "rock event" attendees with lower motivation scores, and lowest ratings for the "family togetherness" factor. It suggested that there is no difference among attendees on the importance of festival satisfaction or socioeconomic impact, regardless of which festival visitors attended.

#### *Methodology Applied*

Of the 302 articles analyzed, the most commonly used study designs employed quantitative methods (154 articles), primarily utilizing survey methods. One hundred thirty-eight articles used a qualitative design, often conducting intensive literature reviews, or interviews. Additionally, 10 articles used a mixed design method, employing both qualitative and quantitative methods, often in the form of both interviews and surveys (Table 5).

Qualitative methods of research design were used by 138 articles within the meta-analysis. Many of these relied on an extensive review of the literature, including Getz (2010), Beldona and Cai (2006), and K. Smith and Garnham (2006). Crowther (2011) aimed to "introduce and appraise the marketing event landscape and . . . examine the unique DNA of marketing events evaluating their specific relevance and role in the contemporary

Table 5  
Methodology Applied

Rank/Method	No. of Articles
1. Quantitative	154
2. Qualitative	138
3. Mixed	10



marketing environment” (p. 68). Tomjenovic and Weber (2004) used a qualitative interview approach to document issues related to tourism policy. The results of interview suggested that profession groups lack understanding of the value festivals can have on tourism.

Quantitative methods primarily use surveys, but sometimes they are combined with interviews and focus groups. Cuskelly, Auld, Harrington, and Coleman (2004) surveyed event volunteers to examine the behavioral dependability using the theory of planned behavior (TPB). Their study revealed that TPB is a useful method as a theoretical framework for predicting major event volunteer behavior. Oh and Lee (2012) found that a positive correlation between tourist awareness of festivals and tourists’ consideration of festival as an important factor in destination determinants whereas festival satisfaction was also directly linked to destination satisfaction.

Some studies combined methodologies, using both qualitative and quantitative research designs to gather and analyze data. Lewis and Kerr (2012) conducted interviews to determine motivations for attending conferences, and a survey design was subsequently used to determine relevance of the identified factors. Twenty-six attributes were identified through the interview process, and condensed into 13 factors, including but not limited to destination, feedback, convention venue, research and presentation, and networking opportunities. Avgousti (2012) used a mixed methods approach because it offers a “systemic research approach that assists in the collection of relevant data and presents a more detailed and intensive description of the subject” (pp. 210–211). Avgousti utilized both interviews and questionnaires to get the most accurate representative sample and results. Findings of another mixed methods study indicate that “the increasing economic-centric perspective is one of the reasons for the increasing standardization and homogenization of combined arts festival programming across the UK” (Finkel, 2006, p. 25).

One hundred fifty-five articles used a survey design to gather data, most commonly surveying visitors and participants of festivals and events, but also surveying event organizers, stakeholders, and vendors. Fifty-four studies used interview methods

for data collection, again interviewing visitors and participants, stakeholders, and event organizers, as well as professionals in the field of event/festival management. A review of the literature was also a commonly used qualitative method of study design often utilized within the event/festival management research, with 53 articles utilizing this means of data collection and analysis.

Surveys were the most commonly implemented method of data collection among the articles included within the meta-analysis. One hundred fifty-five articles used surveys to analyze attitudes, opinions, behaviors, or intentions of various sample groups associated with events and festivals. Love, Sherman, and Olding (2012) surveyed volunteers at a music festival in the southwest US to determine important factors of volunteer retention, partially replicating a study conducted by Elstad (2003). Daniels et al. (2012) surveyed newlyweds in the Washington, DC area regarding specific details of their recent wedding to determine the importance of 40 attributes for wedding venue selection. W. Smith, Litvin, Canberg, and Tomas (2010) utilized a survey designed to determine expense budgets of festival managers. The results of their study indicated that smaller festivals often spend a higher proportion on marketing, but a smaller proportion on administrative expenses, unlike larger festivals in the same area, which spend less proportionately on marketing but more on administrative expenses.

Interviews, focus groups, and observational analysis were also used by researchers in the 302 articles identified. Wong (2011) interviewed 73 respondents to enhance understanding of how the appeals of a destination attract tourists to attend events. “A core category with two themes emerged as important destination pull factors for event travel” (p. 243). The emergent pull factors were *travel value* and *leisure attraction*. Devine and Devine (2012) utilized both interviews and focus groups to conduct research regarding the challenges and opportunities facing event organizers during times of economic recession. Their findings discuss methods of extra revenue generation and lend support to the argument that the economic recession can stimulate innovation and inspire creativity. Another method of qualitative research design involves observation. An observation method was employed for

Whitford's (2009) study of Oaxaca's Guelaguetza Festival. This study revealed that the festival, though gleaming and visually stunning, is at risk for losing its meaning and becoming little more than a tourist venture if the tourism goals of the festival are put ahead of the culture and the traditions. More simply stated, it is important for festivals to not lose their cultural identity or traditions in the attempt to draw in tourists.

As stated previously, many of the identified articles made use of literature reviews to analyze trends within the event and festival management arena. Jago et al. (2010) conducted a study of mega-events through a synthesis of the available academic literature, finding that expected benefits for the host destination are not generated due to the adopting of a short-term perspective by event managers, rather than a long-term perspective. Carlsen, Andersson, Ali-Knight, Jaeger, and Taylor (2010) conducted an extensive review of existing literature to innovations and failures of festivals. They then looked at the failures and innovations of three European festivals to show the coexistence of both failures and innovations in the management of festivals. Axelsen and Arcodia (2004) also conducted a review of the literature on short-term art exhibits, focusing on visitor motivation.

### *Sample Used*

Many different subject groups were analyzed during the research. Most articles focused on either supply or demand side of event management whereas some looked at both sides (K. Smith & Garnham, 2006). Ninety-four articles identified used a sample of participants and visitors to event and festivals, with a demand-side focus. Supply-side focus was not as prominent, with only 16 articles focusing on event/festival stakeholders, 15 articles looking at event/festival volunteers, and 5 articles focusing on vendors. Additionally, 23 articles used a sample of event organizers and managers, also illustrating the supply-side of event/festival management (Table 6).

Participants/visitors/attendees, a demand-side perspective, were often targeted for studies on event and festival management. Van Winkle and Backman (2009) conducted a study of visitors' mindfulness of cultural events and the results revealed that visitors rating a higher interest in the festival also

Table 6  
Focus of the Sample Used

Rank/Article Focus	No. of Articles
1. Demand: Participants and visitors	94
2. Event organizers and managers	23
3. Supply: Event festival stakeholders	16
4. Event and/or festival volunteers	15
5. Vendors	5

scored higher on mindfulness scale. Additionally, mindfulness was positively correlated with event satisfaction. Wamwara-Mbugua and Cornwell (2009) also looked at visitor motivation regarding attendance of international festivals, finding that visitors who express interest in unique or distinctive items are likely to be attracted and drawn to an international festival. Furthermore, Agrusa, Maples, Kitterlin and Tanner (2008) conducted a study using a sample of marathon participants in Hawaii. Their study attempted to compare Westerners and Japanese expenditure during the duration of the marathon trip. Results confirm that, due to culture and personal experience, "economic value that participants are willing to attach to participating in experiential services varies" (Agrusa et al., 2008, p. 126).

Stakeholders, event organizers/managers, and volunteers represent sample groups from the supply side of event and festival management, a perspective not as comprehensively analyzed as the demand side to date. Bang, Alexandris, and Ross (2009) looked at volunteer motivation of those aiding in the production of the 2004 Olympic Games in Athens, Greece. There were significant differences between both males and females, as well as married and single volunteers, in many specific dimensions of motivation. Schulenkorf, Thomson, and Schlenker (2011) interviewed key event stakeholders in a study to "investigate the potential of an intercommunity sport event in contributing to intergroup development and social capital building in the ethnically divided Sri Lanka" (p. 105). The study discusses the effect of the event on intergroup relations, as well as the event's influence on the social capital stock accessible to Sri Lankan communities. Lee (2009) focused on investigating venue attributes required by conference organizers and hotel managers, combining both supply and

demand sides. His study indicated significant differences between the “attributes and common problems in the hotel conference industry (in Korea) from the perspectives of conference organizers and hotel managers” (p. 171).

### *Balanced Scorecard (BSC)*

The balanced scorecard is an effective tool for evaluating performance within an organization. Four perspectives are identified as centers of focus: internal process perspective, financial perspective, customer perspective, and learning and growth perspective. As many of the studies used samples of visitors, tourists, and participants of events or festivals, customer perspective was the most common BSC lens utilized within the 302 identified studies, with 103 focusing on the customer perspective (Table 7).

Eighty-seven studies conducted looked at the structure, management, and organization of event and festival management, using vendors, volunteers, and event and festival managers or organizers as samples. These 87 studies utilized internal process perspective to look at the inner workings of event and festival management. Eighty-nine studies looked at future performance and training elements, including educational programs, linking these studies with the learning and growth perspective. The least commonly analyzed perspective was the financial perspective, with only 14 studies looking at the financial factors and impact of event management. Additionally, 9 articles looked at things from multiple perspectives. Most commonly, researchers combined the internal process perspective and the customer perspectives, looking at the internal structure of the event/festival management process with the views and opinions expressed by participants, visitors, and consumers.

Many studies examined an internal process perspective, looking at the inner workings and functions of events and festival management. This includes a study by Khodr (2012) of key stakeholders of the 15th Asian Games hosted in Qatar, and Williams and Elkhatab's (2012) study of stakeholders of the 2012 Olympic tourism consortium. Those studies, using volunteer groups, also looked at internal process perspective, including Bendle and Patterson's (2008) study of career volunteers and art events in Australia. Customer perspective relies on the viewpoints and opinions from a consumer side: visitors and participants. Rigatti-Luchini, and Mason's (2010) research of customer satisfaction and Xu and Pegg's (2007) study of Australian University Games participants used a research approach from the customer perspective. Financial perspective, though not frequently used, looks at the research from an economic viewpoint, often analyzing the potential economic impact of hosting an event. Examples of the financial perspective are seen in Ramchandani and Coleman's (2012) study of the event economic impact forecasts, and in Shibli and Coleman's (2005) economic impact assessment of the world snooker championship. Learning and growth perspective was commonly used in review articles to analyze trends and predict future conditions of the industry, as well as to look at educational implications. Examples of studies using the learning and growth perspective include L. S. Ralston, Ellis, and Lee's (2007) study of staging events using an integrated model of service and experience factors, and Small, Edwards, and Sheridan's (2005) study analyzing the framework for sociocultural impact evaluation on festivals. Furthermore, some studies looked at multiple perspectives, including Lee's (2009) study that analyzed the viewpoints of conference organizers and hotel managers, and Whitford's (2009) study of participants and organizers of a Mexican festival.

Table 7  
Balanced Scorecard (BSC)

Rank/Aspect	No. of Articles
1. Customer perspective	103
2. Internal processes perspective	87
3. Financial perspective	14
4. Learning and growth perspective	9

### Contributions and Implications

This study had three objectives: 1) attempt to identify primary research subjects of past studies, 2) look at suggested implications of past studies, and 3) attempt to identify the gaps in previous festival management research and suggest topics for future event management studies. The results discussed

above and reflected in the Appendix (available at: [https://cmht.unt.edu/sites/default/files/Event\\_Management\\_Appendix.PDF](https://cmht.unt.edu/sites/default/files/Event_Management_Appendix.PDF)) identified the primary research of past studies. These studies reveal many suggested implications for practical applications as well as theoretical contributions. These studies looked at festival and event management from both the consumer perspective and those planning the events. From the consumer perspective, the studies considered how best to attract visitors, increase revisit intentions, and to understand visitor motivation, while from the event planning perspective, and though infrequently used, a few studies analyzed cost-effectiveness, budgeting, and economic impact.

Subjects of previous event management studies primarily focus on the successful management of general events, with approximately half of all studies within the four journals looking at the management implications of all types of events. Additionally, sports events were the topic of approximately a quarter of all studies. As sports are a major event type enjoyed across the world by millions of individuals annually, it is important for event organizers to understand the motivations, behaviors, and needs of those who attend sport events in order to assure successful management. Additionally, management implications were often cited for sport events. Event managers would do well to use the results from these studies, which commonly listed infrastructure and supportiveness among the stakeholders and managers as qualities leading to a successful sport event. Other studies focused on music and film events, business and trade events, and private events, though these were found to be a smaller focus than sport events and general event research. It is important for future researchers to note these gaps and to aim research in event management to these arenas that have been understudied, especially within these four journals used within this meta-analysis.

From a managerial perspective, many studies cited that improving infrastructure and organization of events would improve overall event quality and increase satisfaction of attendees and stakeholders of events. Additionally, studies repeatedly found that motivation and satisfaction were important predictors of return behaviors. Improving motivation levels and satisfaction levels will help ensure that visitors to events return to the event at later

dates. Conservation and sustainability were also a central topic reported in many studies. Managers can use the results of these studies and implement the sustainability and conservation measures discussed to improve visitor and stakeholder opinions regarding events.

From a theoretical perspective, many different frameworks were implemented throughout the 302 studies identified within the four journals. The theory of planned behavior (TPB) was commonly used as a theoretical framework among event management studies, often predicting volunteer and attendee behaviors. The TPB is built upon a foundation that suggests that people's attitudes and beliefs influence outcomes or behaviors. Many of the studies, as previously noted, identified motivations and satisfaction as predictors of return intention. Looking at attendee and stakeholders beliefs and attitudes towards events aids in predicting outcome behaviors, including return visits and expenditure.

The gaps in past research identified are:

- The infrequent use of financial perspective, which covers research on economic angles, often analyzing the potential economic impact of hosting an event.
- The role of festival and event management in higher education.
- The role of information technology in managing events and engaging consumers attending events.
- How events can engage emerging markets and deal with cross-cultural differences.
- Theoretical approach to strengthen event and festival management studies.

Given the gaps identified, future research could address these topics by considering the following research questions.

- What are the roles of industry and universities in setting the curriculum and engaging students in this field of study?
- What are students' perspectives of what material the curriculum should cover?
- Would training future leaders in this industry provide a critical step to continued success and long-term stability of event management?
- How can we explain event and festival attendees' behaviors using human behavior-related theories?

The findings of these studies may help in the restructuring of educational programs to better meet the needs of the three stakeholders: employers, educators, and students in the event management industry.

Additionally, technology and social media are deeply changing the way marketing communicates with consumers and these tools could benefit how events market, consume, and measure events; as a marketing tool, Facebook could be used to arouse potential consumers on intention to attend a festival or event. Thus, it also becomes important to ask how social media marketing helps build consumer loyalty, enhance repeat attendance, and emotional attractiveness of an event?

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