

Not Your Ordinary Watering Hole: An Event Management Teaching Case Study

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Objectives of the Case

- Stimulate Class Discussion
 - Theories of Leadership and Stakeholder Analysis
 - Taught in previous Human Resources and Organizational Behavior Courses
- Application of Concepts and Models from HR & Org Behavior Courses
 - Often arise during on-site management in an event setting
- Introduce Students to Differences in Human Resource Management in the Event Environment
 - Managing vendors, volunteers, and other independent contractors

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Case Summary

- **Dealer Appreciation Event for Forum Tires**
 - New CEO, David Oakley
 - He saw the value of holding an event for dealers and major distributors of Forum's products
 - It had been 5 years since Forum had held an event of this magnitude due to their financial situation
- **Location of Event: Las Vegas, Nevada**
 - Desert Inn Hotel Casino and Golf Resort
- **Time Period: Fall, 2000**
- **Event Producer: Ben Malcom Productions**
- **Event Theme: "Up, Up, & Away"**

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Choosing The Property

- **Las Vegas**
 - Known for gaming, restaurants, entertainment, adult activities
 - Also known as one of the most successful meeting, convention, and event destinations
- **Event Theme**
 - Became one of the most important elements of Forum Tires' meetings and convention experience due to the fact that the evening events, away from the tradeshow floor were quite competitive
- **Unique Venue**
 - CEO, David Oakley, was looking for something that would WOW the attendees—wanting to create a buzz about Forum Tires' upcoming event

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Desert Inn Casino & Resort

- Classiest Hotel on the strip
- \$200 Million renovation completed in 1997 made it the crown jewel it had once been
- The Desert Inn Golf Club was the only Golf Course on the Strip
 - Only course in the world to host the PGA Tour, LPGA Tour and the Senior PGA Tour
 - Home of the PGA's Tournament of Champions for 13 years

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The Theme: UP, Up & Away

- According to CEO, David Oakley
 - This event needed to be "special"
 - We need an event producer with experience doing events that are unique and held in unique venues
 - We need an event that our guests will find exciting
- Ben Malcom Productions
 - Chosen by Forum Tires after making the "short list" of four proposals from different Las Vegas event production companies, in response to an RFP sent out 9 months prior to the event. The RFP list included the most established and creative independent event companies in Las Vegas, as well as in-house production teams from well-known Las Vegas Hotel Casino Resort properties.

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Up, Up & Away

- Forum Tires Chose Ben Malcom Productions to Produce Their Event
 - They loved the theme which included
 - Helicopter rides & Tethered hot air balloon rides
 - Live band with interactive dancers & Strolling entertainers
 - Toyota SUV giveaway
 - Chipping, Putting, Driving Cage
 - Fireworks Display, Custom Designed for the event
 - They were impressed with BMP's experience with unique venues
 - Location of the event: It was a major coup for BMP to secure the Driving Range of the Desert Inn Golf Course for the event site: with a view of the Las Vegas "Strip"

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Ben Malcom Productions

- Research, Design, Planning, & Coordination
 - Layouts and Designs were formulated through many hours of critical thinking and planning at the BMP Design Shop
 - Careful Planning and Coordination continued throughout a detailed timeline between BMP, Forum Tires and the Desert Inn Hotel and Casino Event Management Department
 - Ben Malcom Productions warehouse became a staging area weeks prior to the event

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Type of Teaching Case

- Descriptive Focused Case
 - Students must go beyond analysis and make predictions about what must happen
 - They develop a sequence of actions to affect the outcome,
 - Thus enabling them to make their own recommendations (Naumes & Naumes, 2006)
- Personal Case Study
 - Researchers were participant observers of the event used in the case

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Basic Pedagogy

- Designed to be used in courses dealing with event management, entertainment management, and convention/tradeshows management.
- Highlights the position of the event producer who acts as the middle person (broker) between the corporate client and the vendors/suppliers
 - Corporate client is the direct client of the producer
 - Producer is the direct client of the vendors/suppliers and independent contractors

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Basic Pedagogy (Continued)

- Case is to be presented midway through the course
- Upper Division undergraduate courses as well as MBA and Executive Masters Level Courses

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Student Take Aways

- Assess potential legal, ethical, crisis, and risk management issues pertaining to a particular event and compile suggestions for closing gaps and creating contingency plans through the use of proven business management evaluation tools.
- Apply human resource leadership styles and roles of the business and hospitality setting to the event management context, working with temporary labor such as vendors/suppliers and independent contractors, as opposed to permanently staffed organizations.

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Student Take Aways (Continued)

- Identify event stakeholders and develop an understanding of the relationship between the stakeholders and the event producer
- Assess the risks and rewards of producing events at “unique” venues

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Theoretical Links

- Multidisciplinary in Nature
 - Drawing theory, knowledge, methodologies, and methods from many established disciplines
 - Arts, Sciences, Engineering, & Design (Getz, 2007)
- Interrelated Professionally through three fields:
 - Hospitality, Tourism, Recreation & Leisure
 - “Each field may have different antecedents to attending events and different lexicons; however, they are all events with human interaction.” (Getz, 2009)

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Methodology

- Participant Observation of a single, one-day special event—from set-up to tear-down.
- Researchers are the co-owners of an Entertainment and Special Event Production Company in Las Vegas, Nevada, USA.
- Researchers were involved in all 5 Phases of Event Management of the case over a 9 month period:
 - Research, Design, Planning, Coordination, & Evaluation

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Questions for Students

- 1. As part of crisis management, you would need to investigate risk management. What risks were the various stakeholders potentially exposed to and how might they best be minimized?
- 2. Do you think that human resource management for events differ from other traditional business environments? (Support Your Answer)

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Questions (Continued)

- 3. When the client chose to hold their event at a unique venue, many considerations had to be weighed before making the decision. In order for the client to do its due diligence toward the attendees, what needed to be investigated first before making the decision?
- 4. Develop a stakeholder analysis relevant to the issues resulting from the water main break and the upcoming “Up, Up, & Away” event.

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Questions (Continued)

- 5. Design three options (A, B, & C) to present to the executives (CEO and VP of Marketing of Forum Tires) that you feel will best solve the problem while considering Forum Tires’ original goals and objectives for the event.
- 6. If you were Forum Tires, would you consider using a unique venue again to host an event? What tool would you use to help you reach your decision?

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Optional Class Discussion Questions

- 1. Discuss the building of customer relationships and loyalty through event management.
- 2. Would the tent site being on a driving range of a golf course be an advantage or disadvantage to the flooding of the area?

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Questions

Thank You

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