



Western Cape
Government

BETTER TOGETHER.

DEVELOPMENT OF A STANDARDISED METHODOLOGY TO CONDUCT EVENT IMPACT ASSESSMENTS

Pilot study for 5 events

River Club

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Western Cape
Government

9th December 2015



The events industry in the Western Cape



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 - Conceptualising the event Value Chain
 - Case Studies
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Background: Provincial Policy Context

- Western Cape Government (WCG) developed an **Integrated Events Strategy** for Cape Town and the Western Cape (IES)
- Strategy provides a guide to decision-making for **supporting** events
 - aids all spheres of government and their agencies to work together to maximise the brand-building potential and
 - triple bottom-line benefits
- Strategic Objectives:
 - “...to ensure that the destination remains competitive ... in retaining, growing and attracting events...combined with our strengths in sport, natural and cultural heritage, creativity and innovation” (IES 2011: 48).

Policy Context (2/3)

Background: Provincial Policy Context

- Key issues:
 - Assessing impacts of events become increasingly complex
 - Lack of a framework to collect data about events
 - No standardised set of evaluation criteria
 - Lack of accurate set of baseline data evaluating impacts
 - Currently focus is on economic impacts only

Challenge

To develop a standardised methodology to measure economic, social and environmental impacts

- Key projects:
 - Cape of Great Events Portal
 - Events impact assessment
- Events Impact Assessment Objective
 - Develop a “**consistent, proactive and integrated approach to events processes and management.**” (2011:62)

Background: National Policy Context

- Sport and Recreation South Africa (SRSA)
 - Sport Event Impact Assessment Model (SEIM)
- Department of Arts and Culture (DAC)
 - MGE Monitoring and Evaluation Framework
- National Department of Tourism (NDT)
 - Framework to Standardise Event Impact Assessments

Develop a standardised set of indicators and methodological approach by which impact of sport, arts and culture events supported by Western Cape Government can be measured

Research Team and Objectives

- Collaboration of Cape Peninsula University of Technology, University of Cape Town and Stellenbosch University
- **Research Team**
 - Profs Kamilla Swart (project lead) and Urmilla Bob – CPUT team
 - Dr David Maralack – UCT
 - Dr Johan Fourie – SU
- **OBJECTIVE:** To develop a standardised methodological approach:
 - Reviewed current set of triple bottom-line indicators and developed a set of good governance indicators
 - Conducted an indicator scoping exercise with each event organiser (EO)
 - Gain an understanding what information exists and/or is collected in relation to existing indicators and in relation to proposed governance indicators
 - Developing a standard methodological approach to conduct event impact assessments

Methodology

Phases	Products		
Phase 1	Develop and test an Event Impact Assessment Methodology	Piloted at 5 events	Completed August 2015
	Develop baseline data for events industry	Initial phase piloted	To be developed further
	Develop indicators and templates for application across all events	Version 1 completed	Subject to review with EOs
Phase 2	Pilot event attendee surveys Media impact studies	Future phase	Budget dependent
	Develop templates and analytical frameworks	Future phase	
Phase 3	Tool for reporting across all EOs and platforms	Future phase	
OBJECTIVE	SUPPORT INCUBATOR EVENTS		

Methodology: Survey

NAME OF EVENT	SERVICE PROVIDERS			STALLHOLDERS/ EXHIBITORS		
	Population	Sample	Response Rate	Population	Sample	Response Rate
Total	136	25	19%	96	3	3%
KKNK	30	7	27%	543	49	9%
CE	39	10	26%	NA	NA	NA
CTCT	-	29		-	4	
CTIJF	-	5		-	0	
		77*			55	

Key learning areas:

- Critical to engage in surveys systematically and not have a SNAPSHOT approach
- Phased approach - Timing is everything
- Build surveys into project plans
- Focus on Tier 1 indicators to develop a baseline analysis

Findings: Key Learning Areas (1/4)

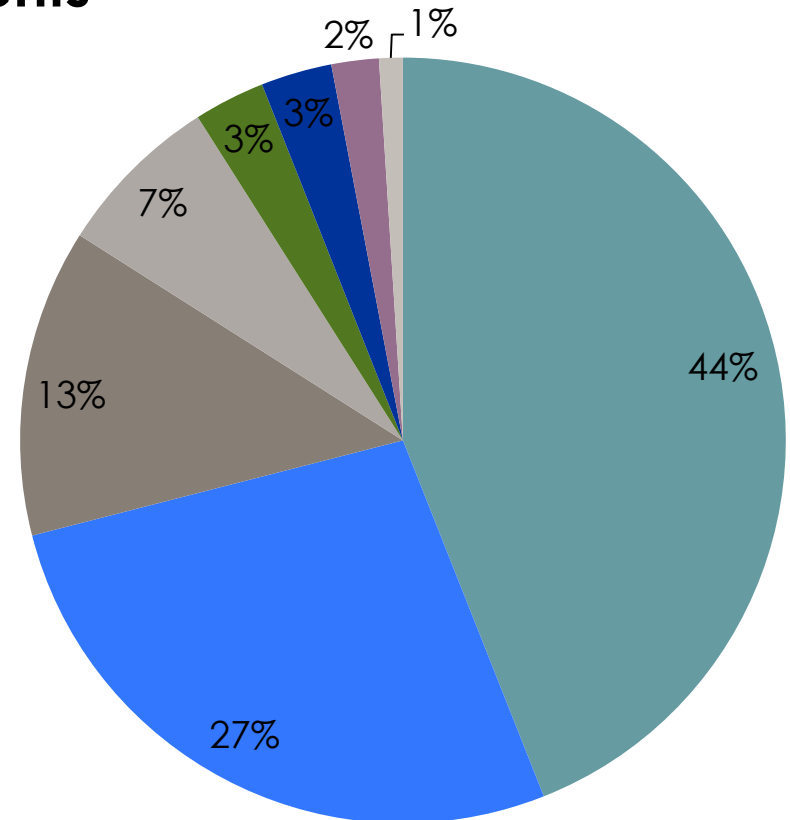
Selected Indicator	Key Learning Areas
Budget of events	<p>Direct expenditure analysis is critical for an event impact assessment.</p> <p>High level of direct spend by 5 piloted events = R170 m direct spend</p> <p>Breakdowns of costs varied among EOs.</p> <ul style="list-style-type: none">• Many fixed costs – salaries (28%), venue hire (15%), infrastructure<ul style="list-style-type: none">• Great variation in marketing and branding the event Ranged between R606 000 and R10m <p>Implications: Branding the event is a common theme – BUT</p> <ol style="list-style-type: none">1) How do we develop an events strategy that has collective support ?2) What are the elements of a collective strategy?3) Who are the stakeholders? How do we facilitate knowledge sharing?4) How do we broaden entrepreneurship opportunities ? <p>How do we develop an events strategy that goes beyond THE EVENT? 365 DAYS OF THE YEAR !!!</p>

Findings: Event Organiser Survey (1/4)

Selected Indicator	Key learning area
INCOME	Implications of sponsorship shrinkage globally Increase in costs of hosting events How do we do more with less? How do we become more innovative? Examples of entrepreneurship?

Income Derived From Events

- Private sponsorship received 44%
- Income from participant/delegate/registration fees 27%
- Income from ticket sales 13%
- Other (services to participants, spectators and sales) 7%
- Public sponsorships received 3%
- Income from stallholders/exhibitor fees 3%
- Income from broadcasting media rights 2%
- Income from hospitality package 1%



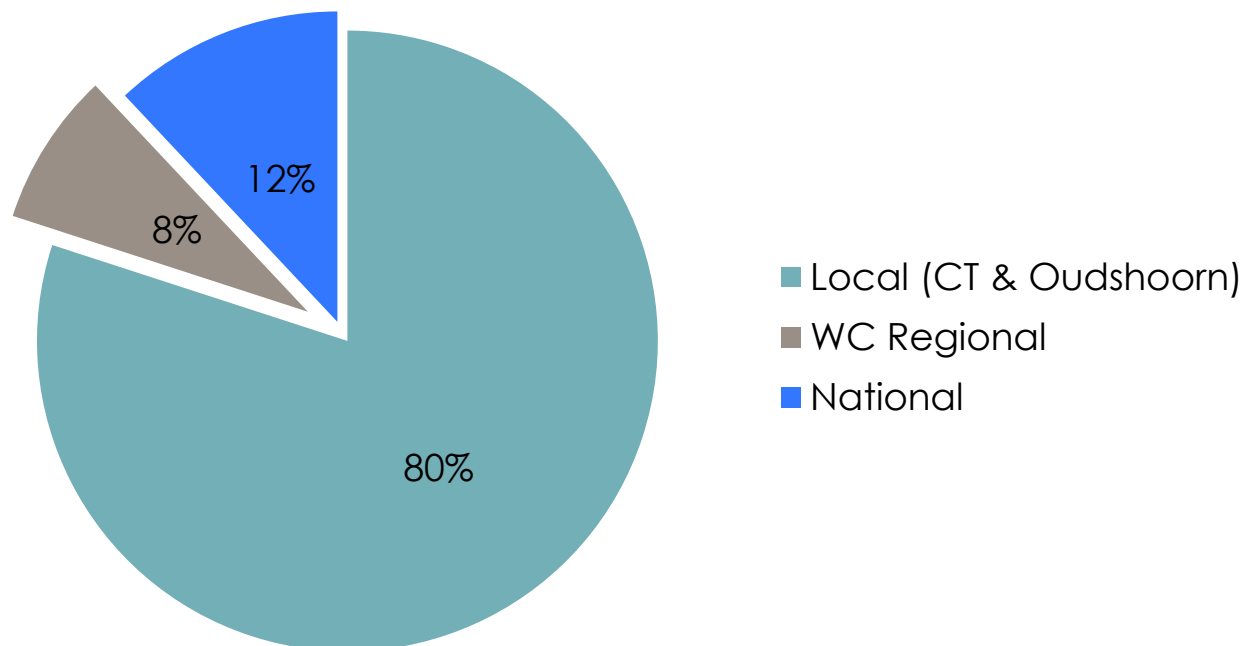
Findings: Event Organiser Survey (2/4)

Selected Indicator	Learning areas
Service providers	<p>Event owners have difficulties gathering and presenting information on jobs, revenue and expenditure of service providers</p> <ul style="list-style-type: none">- This information is critical to evaluate the economic impact of events.- Finer grain of analysis is needed to identify types of service providers and categories.- Critical questions are how do service providers contribute to TRIPLE BOTTOM LINE<ul style="list-style-type: none">- Economic (jobs, income, entrepreneurship)- Social impact- Environmental AND- Governance <p>Deepening the Events Value Chain in the Western Cape</p>

Findings: Event Organiser Survey (2/4)

Selected Indicator	Learning areas
Service providers	<p>Most service providers and suppliers come from the metropolitan area EOs with opportunities need to create opportunities outside the metropolitan area</p> <ul style="list-style-type: none">• How do we deepen the value chain beyond the metropolitan area?• What are the opportunities and gaps?• What skills and expertise are required?• How do we develop a strategy?

Service Providers: Location

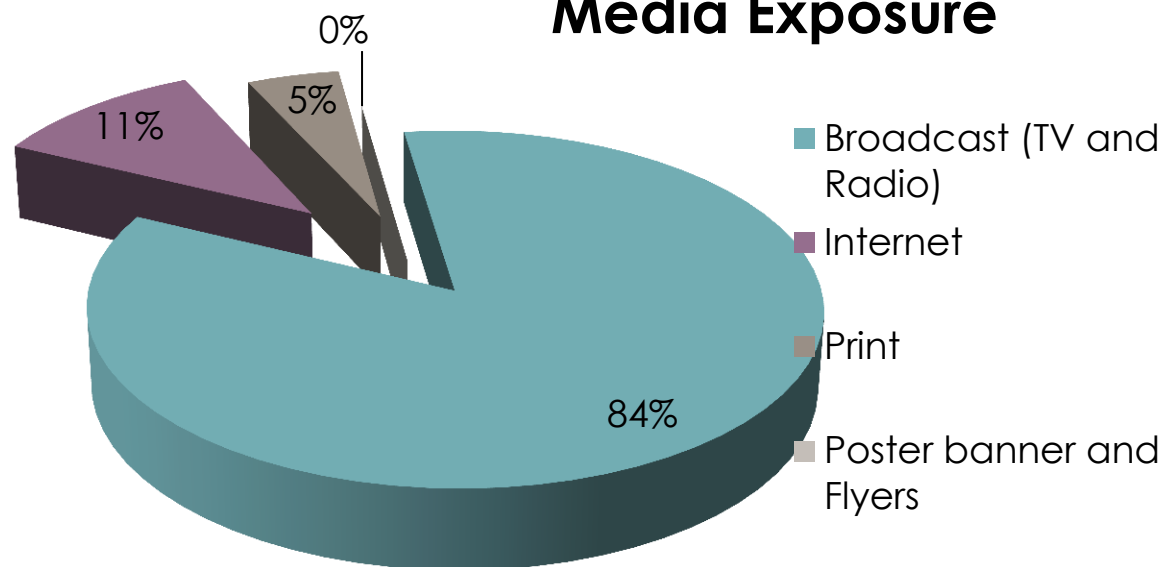


Findings: Event Organiser Survey (3/4)

Selected Indicator	Summary of Responses
Media exposure	<p>Extremely high levels of local, national and international media exposure across types of media: R4m, R49m and R711m</p> <p>TV is dominant BUT</p> <p>SOCIAL MEDIA is increasing in importance</p> <p>What is the best way to assist Incubator events?</p>

Broadcast (Radio + TV)	R646 317 658.15
Print	R35 634 482.37
Poster, banners & flyers	R6 561.41
Internet	R83 057 677.00
Total	R765 016 378.93

Media Exposure



Findings: Economic Impact Analyses (2/3)

Selected Indicator	Evaluating impacts of events on the economy and society
Job creation	<p>Small scale businesses are largest job creators at events (one week and one month duration)</p> <p>Gathering accurate evidence through surveys could provide valuable information about local job creation and develop the case for event impacts</p>
Participants and Attendees	<p>Collection of data is not even across events</p> <ul style="list-style-type: none">• Accuracy cannot be determined especially with open air events• Often used as impact measures but accuracy limits a verified impact assessment <p>Mechanisms must be put in place to track numbers of attendees and evaluate its impact on services in towns – evaluate the spin offs that may not be included in direct impacts</p>
Social and Charity	<p>High levels of targeted social, health, youth, disabled, women and environmental beneficiaries</p>

Indicator Development Implications for Events Incubation Programme (1/2)

1. Indicator Development process

- a. Responses varied with respect to certain indicators
- b. Patchy input with respect to economic data – could not analyse economic impact and examine the event value chain

2. Survey instruments

Framework based on THREE Tiers of Analysis for **ECONOMIC, SOCIAL, ENVIRONMENTAL & GOVERNANCE**

- a. Basic level
- b. Intermediate
- c. Advanced

Indicator Development Implications for Events Incubation Programme (2/2)

Concluding remarks

- a. Key element of the process is to document, monitor and evaluate the series of activities that create and build value at every step.
- b. Limited opportunities for strategic planning, creating supply chains and distribution networks.
- c. Upstream and downstream information and knowledge sharing limited.
- a. Greater partnership and collaboration between EOs and WCG to gather relevant data that is of mutual benefit

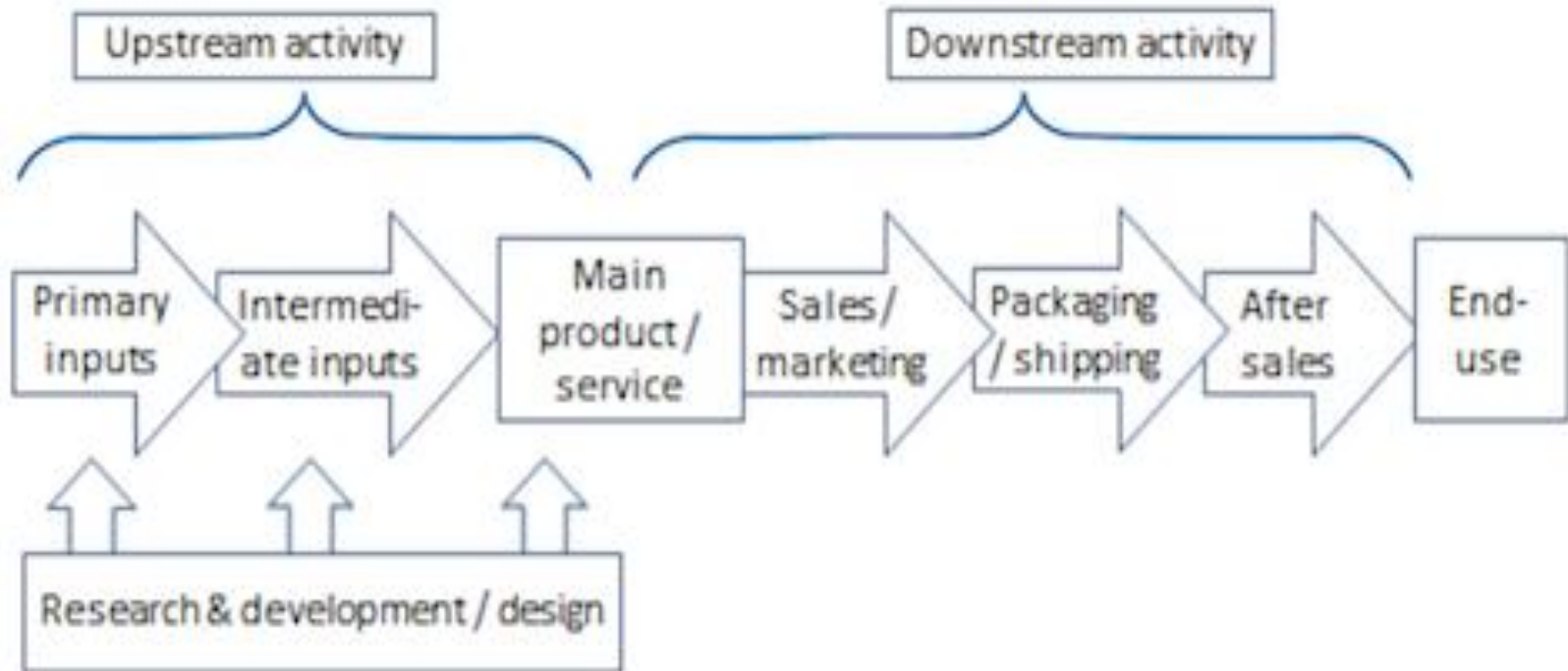
Conclusions of Phase 1 and Implications for Events Incubation Programme (1/3)

1. Implications for Integrated Events Strategy – Cape Town and Western Cape

- Beyond the event: “Hope is not a plan!” (Coalter 2014)
- Conceptualising the event Value Chain 365 days
- Case Studies

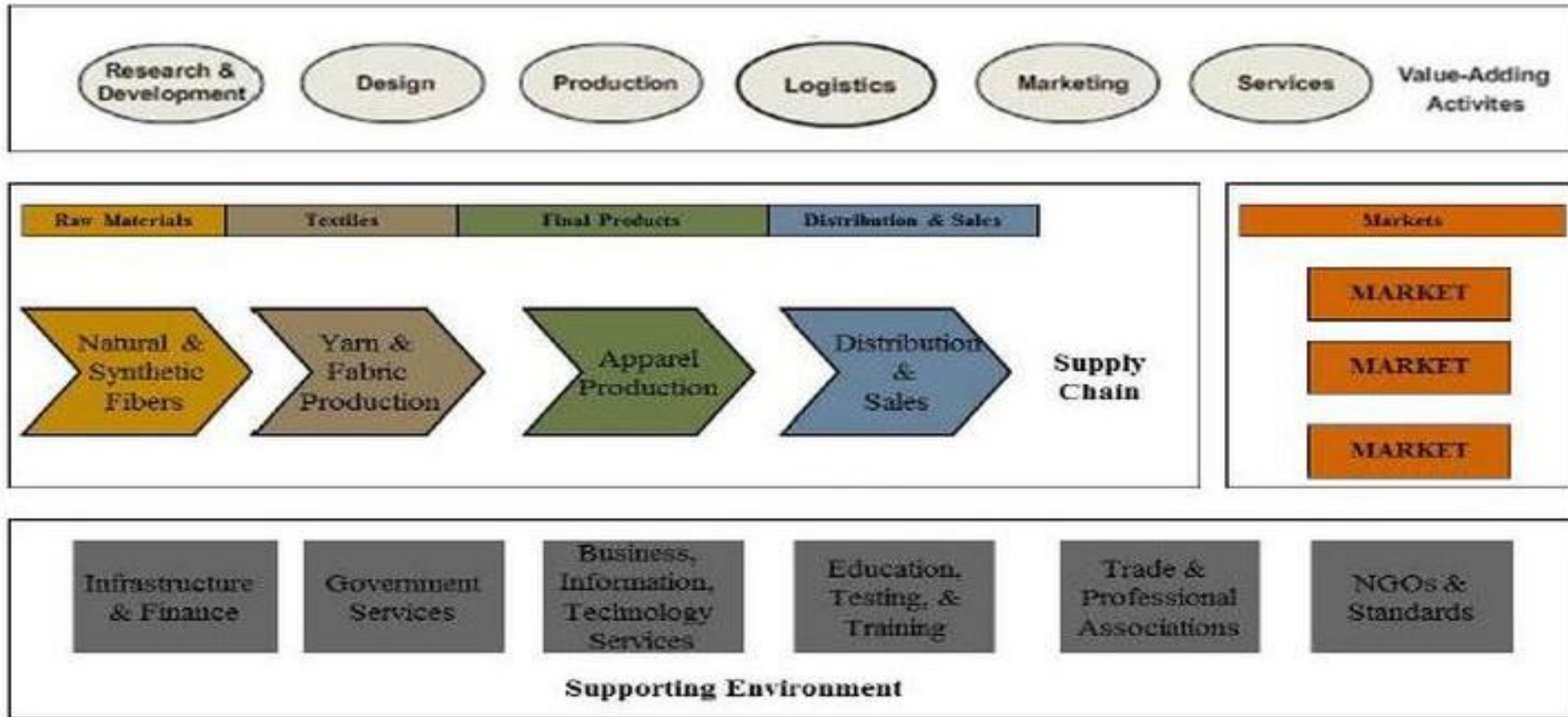
Implications for Events Incubation Programme Value Chain (2/3)

Conceptualising the event Value Chain 365 days



Conclusions of Phase 1 and Implications for Events Incubation Programme (2/3)

Conceptualising the event Value Chain 365 days



Source: Frederick 2010

Conclusions of Phase 1 and Implications for Events Incubation Programme (2/3)

Conceptualising the event Value Chain 365 days



STRANGE CONTRAPTION Or JOB CREATION OPPORTUNITY?

History

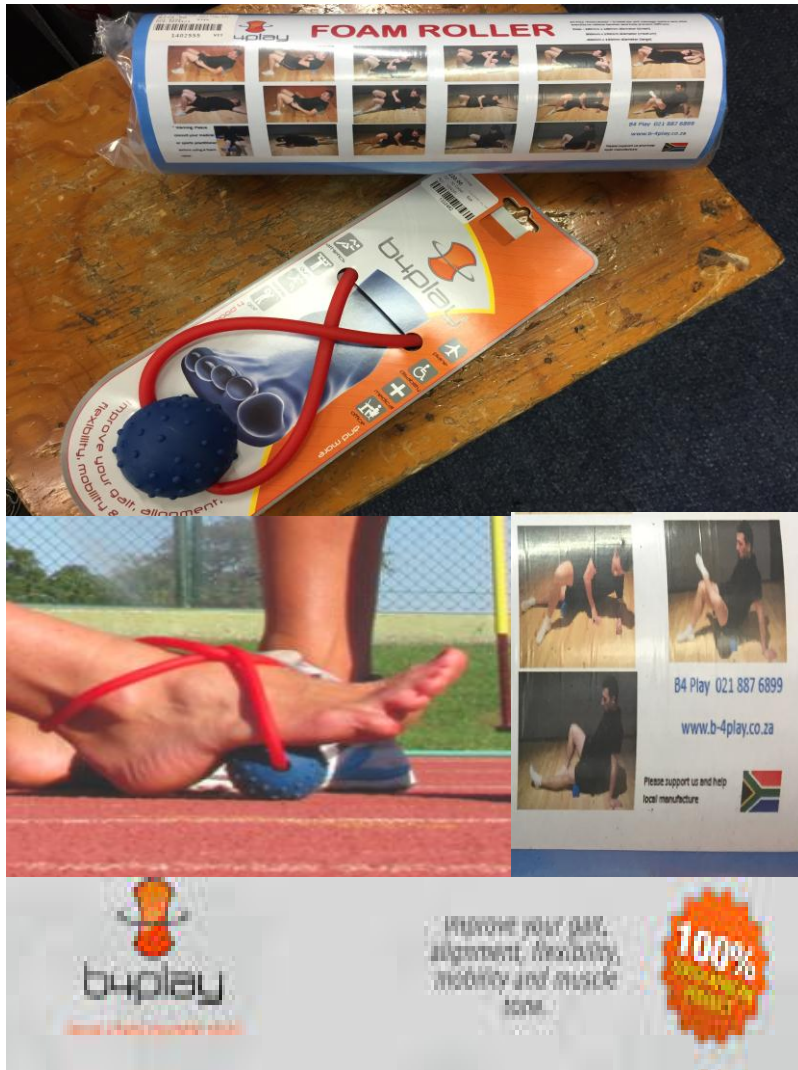
Stellenbosch University lecture:

Biokinetics lecturer demonstrated the benefits of rolling a tennis or cricket ball under the foot
Product development expert's son practiced – identified challenges?

Product developer, biokineticist and physiotherapist identified a niche – R&D

The final product - a rubberised, knobby ball of ideal density with a rubberised tube around the ankle.

Conclusions of Phase 1 and Implications for Events Incubation Programme (2/3)



ENTREPRENEURSHIP

100% South African

Two companies created in 6 years

- R&D
- Assembly based in Khayamandi employing three people
- Previously seamstress

Retailing

- Expos
- Sportsmans Warehouse
- USA - exports

Product components

- Medical tubing (Jhbg)
- Dowel stick (CT)
- Injection molded ball (CT)

Assembly in Khayamandi
Growth opportunities through entrepreneurship strategy

Indicator Development Implications for Events Incubation Programme (2/2)

CASE STUDY IMPLICATIONS

- a. Critical to document, monitor and evaluate the series of activities that create and build value at every step beyond the event.
- b. Need to build in strategic planning to create opportunities for research and development and building supply chains.
- c. We need to have a greater understanding of upstream and downstream information and create opportunities for knowledge sharing.

Thank you