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**Assignment type:** Essay

**Word limit:** 3,000 words

**Topic:** Evaluation of primary and secondary stakeholders for an event are crucial for effective management. Discuss comparing two different types of events giving applied examples.

### **Introduction**

This essay examines the significance of stakeholder management for successful event project management, drawing from the two types of event, which are festival and convention. According to Reid and Arcodia (2002), stakeholder theory has been developed since 1960s in the business management field, and then applied in the event management field. Although Young (2010) acknowledges a fundamental complexity of stakeholder management, O'Toole (2011) asserts that events involves more stakeholders than other types of projects. Therefore, scrutinising the case studies would be reasonable to explore more insights into stakeholder management. The two different types of event comes from the categorisation by Bowdin, et al (2011). Regarding convention, this essays draws from wider literature since the convention industry embraces meeting, incentive travel, conference and exhibition (MICE) (Nadkarni and Leong Man Wai, 2007), and convention and visitor bureau (CVB) (Sheehan and Ritchie, 2005; Ford and Peeper, 2008; Ford, et al, 2009; Woo and Ladkin, 2011), moreover congress and seminar (Rogers, 2003). Hence, this essay will firstly review the development of the concept of stakeholder management, and then will examine festival and convention cases in stakeholder management point of view, then finally will conclude with insights.

### **Background**

#### *Stakeholder Management in the Business and Project Management Fields*

Stakeholder management has been developed in the business management field, and then the project management field. Applying the first ever conceptualisation of stakeholder by Stanford Research Institute in 1963, Freeman (1984) defines stakeholder as "any group or individual who can affect or is affected by achievement of the organization's objectives" (p. 46). In the stakeholder theory, managing conflict with stakeholders is essential for business development, and also the success of business is measured based on various perspectives of stakeholders (Reid and Arcodia, 2002). Also, only companies that are able to attain loyalty from stakeholders can survive in the competitive business environment (Campbell, 1997).

Underpinning this view, succeeding scholars have developed the theory in the project management field. Stakeholders exist inside as well as outside an organisation, and also in the peripheral business environment at large (Keeling, 2000). Further, they have objectives to be involved in the project with particular views and opinions (Nokes, et al, 2003). Moreover, have power and influence that impact on the project (Young, 2010). In addition, they measure the success of the project from multiple aspects other than time, performance and cost, which are fundamental requirements of the successful project (Lock, 2007). However, Campbell (1997) claims that it is difficult to explicitly mention who are stakeholders and who are not, and what they expect regarding the project. This is because their objectives may be closed or hidden (Young, 2010). Keeling (2000) explains the characteristics of stakeholders as internal stakeholders are easily identified and their expectation is clear, and external stakeholders are also easily identified, but their expectations are various and less obvious, whilst peripheral stakeholders are difficult to be identified.

This complexity of the stakeholder environment necessitates appropriate stakeholder management (Young, 2010). For effective management, Keeling (2000) suggests identifying, grouping, and communicating as approaches. In terms of identification and grouping, Wheeler and

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