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STAKEHOLDER REQUIREMENTS AND VALUE COCREATION IN EVENTS

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The festival and events sector comprises a wide range of stakeholders across the private, public, and not-for-profit sectors. In order to achieve stakeholder satisfaction, it is necessary to understand what is important to stakeholders, what they consider constitutes project success, and what the factors and measures of that success may be. Once identified and effectively managed, meaningful evaluation can then be undertaken to assess success on stakeholder's terms. This approach also provides an opportunity to consider value creation for stakeholders in relation to their measures of success. The purpose of this research is to develop a robust framework that enables success factors and measures to be identified and effectively measured as part of a holistic evaluation process that contributes to the identification of stakeholder value. Although research is regularly undertaken to assess impacts of festivals and their benefits to stakeholders, there can be competing agendas, project success can be interpreted in different ways with tensions and disagreements in relation to expected outcomes. Therefore, it is necessary to clearly understand stakeholder expectations, community dynamics, and visitors and residents' perceptions of impacts of festivals. A multimethod inductive approach was used to capture the motivations and influences of the stakeholders as social actors during the Tour de Yorkshire (TdY) event. Using this event as a longitudinal case study over an 18-month period, the methodology comprised of qualitative questionnaires and interviews to engage a wide range of stakeholders and used the conceptual Stakeholder Sandwich as the core model to produce a framework and methodology to generate richer data. Results indicated that this model, framework, and methodology proved to be effective for the understanding of stakeholder success factors and contributes towards the understanding of value cocreation for stakeholders in events and festivals. With the immense challenges currently facing the sector, such a framework could prove to be of significant value for practitioners and researchers alike.

Key words: Stakeholder; Project success; Evaluation; Value creation; Events

Introduction

The importance of stakeholder management is widely acknowledged in the events and festival literature (Andersson & Getz, 2008; Andersson et al., 2013; Getz, 2017; Getz et al., 2007; Reid & Arcodia, 2002) and there have been calls for further development of stakeholder understanding in the festival and events sector (Brown et al., 2015; Buch et al., 2011; Laing, 2017; Van Niekerk,

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2016). The festival and events sector is considered stakeholder rich (Getz & Andersson, 2016) with a number of actors and entities such as private, public, and not-for-profit organizations. Although research is regularly undertaken to assess impacts of festivals and their benefits to stakeholders, there can be competing agendas (Larson, 2000), project success can be interpreted in different ways (Mir & Pinnington, 2014) with tensions and disagreements in relation to expected outcomes (Yolal et al., 2016). Therefore, it is necessary to clearly understand stakeholder expectations, community dynamics, and visitors' and residents' perceptions of impacts of festivals (Kim & Uysal, 2003; Sinclair-Maragh & Gursoy, 2015). This requires the formulation of a project vision to be produced, with a comprehensive understanding of what is to be achieved and clear definitions of project objectives, expected outcomes, and benefits. Once such a shared vision is clearly communicated and effectively understood by the team it is likely that stakeholder satisfaction can be achieved (Nogeste & Walker, 2005).

However, before stakeholder satisfaction can be achieved it is necessary to understand what is important to stakeholders, what they consider constitutes project success, and what the factors and measures of that success may be. Once identified and effectively managed, meaningful evaluation can be undertaken to assess success on stakeholder's terms. This approach also provides an opportunity to consider value creation for stakeholders in relation to their measures of success. Since arriving at a consensus for any set of measures or method at a macrolevel is considered difficult and most likely to be achieved in the context of an individual event and its stakeholders (Brown et al., 2015), a case study approach was considered appropriate for this exploratory research. The subject of this case study was the participation of Barnsley in the 2017 and 2018 editions of the Tour de Yorkshire (TdY). This professional cycle race first took place in 2015 following the success of hosting the "Grand Depart" of the Tour de France in Yorkshire in 2014. Barnsley is a market town in the South of the County, with a proud history and heritage of the Mining Industry and was included on the routes for the Grand Depart and the final day of the 2017 TdY. In 2018 it was one of eight host towns in an expanded 4-day event as the starting point for Day 2. As one of the authors was working for Barnsley Metropolitan Borough Council (BMBC) with access to a wide range of stakeholders, the researcher–practitioner was able to collect data over the life cycle of the two events as a longitudinal case study; engaging with stakeholders in advance of the 2017 event, with follow up and evaluation postevent 2018.

This study provides an understanding of stakeholder expectations, the benefits they hope to achieve, and their perception of success and value. It comprises of multiple inputs from many stakeholders (Brown et al., 2015), measures that encompass all stakeholder perspectives and benefits across both tangible and intangible outputs and outcomes (Mir & Pinnington, 2014), examines factors for success and failure and criteria for project success across stakeholder groups (Turner et al., 2009), offers an open and flexible framework that has the potential to define a common approach to project success (Cserhati & Szabo, 2014), and responds to calls for an holistic framework to be developed to assess event performance (Bandi Tanner et al., 2018).

Theoretical Context

Stakeholders' Role in Project Success

The question of what constitutes project success has been considered in mainstream Project Management (PM) literature and is seen as different from a successful project management process as it requires an understanding of the benefits stakeholders hope to achieve rather than management of the process itself (Cooke-Davies, 2002). Although "anticipated benefits" may inform the monitoring and evaluation of projects, an effective benefits delivery and management process is deemed critical to project success (Cooke-Davies, 2002). Although Critical Success Factor (CSF) thinking developed from lists to systematic frameworks and the roles of internal and external stakeholders have been recognized, the perception of what constitutes project success differs across stakeholders, and stakeholder perception of project success is shown to be poor, indicating that CSF theory is not being applied to project management practice (Davis, 2014).

Systems that follow the conventional model for project success of the "iron triangle" of "completion on time, within budget and to specification," have been deemed ineffective (Mir & Pinnington, 2014) with an acknowledgement that this reflects a longstanding economic bias and does not consider effectiveness of implementation, stakeholder interests, and the full range of indicators of satisfaction (Cserhati & Szabo, 2014). Compared to many other project types that have completion deadlines and target dates that have the potential for slippage, festivals and events are fixed in the calendar so being "on time" is an absolute requirement. The PM sector has acknowledged the difficulty of defining a common approach to project success, with studies showing that "despite improvements in terms of project success, quite a number of projects fail" (Cserhati & Szabo, 2014, p. 613).

However, the links between factors for success and failure and criteria for project success across stakeholder groups have hardly been examined (Turner et al., 2009). Projects can be deemed unsuccessful by stakeholders who perceive that their inexplicit intangible outcomes were not delivered and there is a demand to satisfy stakeholder needs by linking strategy, performance management, and action (Nogeste & Walker, 2005). The commercial considerations of the difficulties in managing and measuring these types of stakeholder needs, has led to a focus on traditional criteria, resulting in limited literature on holistic frameworks for assessment (Mir & Pinnington, 2014). Yet, the acknowledgement of these complex and interconnected impacts in the festivals and event sector has led to calls for such frameworks to be developed to assess event performance (Bandi Tanner et al., 2018).

Although research on models for mapping stakeholders to their needs and interests in events remains scant, the work by Wallace and Michopoulou (2019) shed some light into the topic by categorizing stakeholders as affectors or affectees in relation to Freeman's (1984) definition as "those groups who can affect or are affected by" a given activity (p. 49), and in terms of their primary interest as "output" or "outcome." This model has been developed in the events and festival sector and addresses the limitations and suitability of conventional models such as the Salience Model (Mitchell et al., 1997) and the Power Matrices (Gardner et al., 1986), as well as sector-specific models such as major stakeholder roles in festival networks (Getz et al., 2008) and a conceptual framework for festival stakeholders (Van Niekerk & Getz, 2016). The Stakeholder Sandwich (Fig. 1) was deemed to offer a flexible model that has the potential to be expanded to incorporate factors and measures, and will provide the conceptual framework and constitute the basis for the current study (Fig. 1).

Event Performance Measures

It has been suggested that key performance indicators (KPIs) should encompass all stakeholder perspectives including both short- and long-term benefits across both tangible and intangible outputs and outcomes (Mir & Pinnington, 2014). Further consideration has been given to time as a factor in assessing indicators of success with outputs, outcomes, and impacts being assessed at the end of a

Stakeholder Type	**Primary Interest**	
	Outputs	Outcomes
Affectors (stakeholders which can affect the activity)		
Place	The activity, its location, date and time	
Affectees (stakeholders affected by the activity)		

Figure 1. The Stakeholder Sandwich (reproduce from Wallace & Michopoulou, 2019, with permission).

project, then months and years later (Turner et al., 2009).

It is acknowledged that project success depends upon identifying and defining both tangible and intangible outcomes, with compelling evidence that intangible outcomes are a source of competitive advantage and consistently relate to earnings and value creation—increasing the need to focus on them (Nogeste & Walker, 2005). There is growing attention to the distinctions between impact types and attempts to understand and measure impacts usually seen as intangible and not normally considered within the bounds of valuation (Delamere, 2001). Research on international sporting events found that stakeholder satisfaction and project success had a stronger correlation with factors such as communication, cooperation, and partnership than with conventional PM attributes such as contract strategy and project leadership requiring a shift of focus from technical tasks to relationship management (Cserhati & Szabo, 2014). This need to deliver "invisible" outcomes is resulting in the "iron triangle" now being seen as a subset of project success criteria (Nogeste & Walker, 2005). Indeed, with the advent of the Triple Bottom Line, there is a growing interest in social–cultural impacts and frameworks for the planning, management, and evaluation of the social, economic, and environmental aspects of festivals and events (Fredline et al., 2004; Ziakas, 2016), and a need to measure the sociocultural impacts of events, both positive and negative, in non-economic terms (Hanrahan & Maguire, 2016).

There is clear potential for social benefits in festivals and events (Bandi Tanner et al., 2018). It has been calculated that the social worth of regional festivals is 1.46 times that of economic impacts (Mahadevan, 2017) and it is proposed that the social capital created through the implementation of leveraging strategies should be considered one of the measures of success (Ziakas, 2016). The intangible impacts of event experience also include attendee satisfaction that leads to loyalty, overall destination satisfaction, and repeat visitation (Davis, 2016; Tanford & Jung, 2017) along with attachment to place and improved place characteristics and activities that should be incorporated into the design and planning of events (Davis, 2016). It has been argued that subjective experience is the most critical factor in attendee satisfaction (Yolal et al., 2016), and that factors such as the feel, ambience, and atmosphere of an event are valued more than the program itself (De Geus et al., 2016). Also, some organizers prioritize creating a positive experience over attendance numbers (Xie & Sinwald, 2016). The interactions and associations with place also play a fundamental part in place branding (Kavaratzis & Kalandides, 2015). Event experiences are considered as the interactions between visitor and event environment, with the experience being multiphasic across the cycle of the event from preevent expectation to postevent reflection indicating the need to monitor at different stages of the event experience (De Geus et al., 2016).

However, these sociocultural aspects are often overlooked by the economic advantages of tourism (Hanrahan & Maguire, 2016) and positive economic priorities should not ignore both positive and negative community impacts (Delamere, 1999). Given that funding organizations predominantly focus on economic criteria it has been suggested that "the challenge of articulating, measuring, and understanding social impacts should be regarded as equally important" (Delamere et al., 2001, p. 11). There is also the question as to whether such economic goals can be compatible with community-based cultural and social goals (Delamere, 1999), where these social–cultural impacts of festivals are considered secondary to the traditional "bottom line" of economic impact studies (Woosnam et al., 2013).

The emphasis on economic considerations has inevitably aligned with political interests and has led to the creation of the term "Event Appropriation" whereby the overarching goodwill and escapism attached to high profile events are seized by contingent or external interests and exploited for political or economic ends (Rojek, 2014). It is argued that as events have transitioned from "community driven" to "tourism related," the interests of community have been overlooked, notably in Getz's (2008) analysis and event tourism framework, and without any secure position of authority or power, communities can become seen as problems to be managed (Higgins-Desbiolles, 2018). There has been increased research where host communities have experienced positive and negative sociocultural impacts of festivals and events (Hanrahan & Maguire, 2016) and the long-term success of economically viable events is threatened by community dissatisfaction (Schlenker et al., 2005). There is deemed to be value in "enhancing the experience of the host community" (Capriello & Fraquelli, 2008, p. 51) as well as avoiding situations where the pursuit of tourism growth leads to the imposition of events on communities without consultation. This has generated issues such as community opposition to concerts at Croke Park in Dublin (Hanrahan & Maguire, 2016) and to a Pro-Surf and Music Festival on Kangaroo Island (Higgins-Desbiolles, 2018).

Issues With Event Evaluation

It is acknowledged that evaluation informs future practice and planning by retrospectively capturing the positive and negative impacts (Schlenker et al., 2005) and informs resource allocation such as subsidy of events by the public sector (Bandi Tanner et al., 2018). With a multistakeholder approach deemed to be a political necessity in democracies, the evaluation process requires multiple inputs from many stakeholders (Brown et al., 2015). Given the increase in the use of festivals and events to deliver a wide range of policy purposes, much broader justifications and evaluation is required (Brown et al., 2015). Therefore, as event organizers increasingly look beyond economic indicators and take a more holistic approach to success, the less tangible benefits and outcomes become more difficult to formulate (Nogeste & Walker, 2005). This requires a more open-minded and comprehensive approach to what evaluation sets out to achieve, and how it is then to be conducted (Brown et al., 2015).

Evaluation research of impacts of events and festivals has traditionally been framed in terms of economics such as financial losses or gains from hosting events and festivals (Woosnam et al., 2013), visitor motivations (Gursoy et al., 2004), and growth in tourism (Higgins-Desbiolles, 2018). This emphasis on economic impacts is consistent with the acknowledged economic dimensions in conventional stakeholder theory (Wallace & Michopoulou, 2019) and considered problematic for meaningful evaluation. A focus on the economic benefits to festivals and events from visitors often relies on input–output analysis (Della Lucia, 2013) and although these measures can impact on stakeholders in terms of financial support and commitment (Della Lucia, 2013), multipliers can overstate the positive impacts and overlook the negatives. There is no agreement concerning the accuracy or reliability of this approach leading to an emphasis on postevent activity without consideration of the value of any analysis pre-event (O'Sullivan et al., 2009), and decisions on measures and assigning worth or value becoming key evaluation issues (Brown et al., 2015). Setting measures can inadvertently shape an event, as once managers are accountable for the evaluated outputs or outcomes, they can influence or alter the planning accordingly (Brown et al., 2015). To avoid this, work should be done with stakeholders "to understand their expectations, experiences, and meanings before making judgment about value or worth" (Brown et al., 2015, p. 142).

Limitations in the evaluation of festivals and events have amply been acknowledged in the literature (Davis, 2014; Getz & Andersson, 2016; O'Sullivan et al., 2009; Tanford & Jung, 2017). With responsibility often shared across stakeholders from the private, public, or voluntary sectors evaluation can be disparate by nature (O'Sullivan et al., 2009). Evaluation across multiple stakeholders is considered rare (Davis, 2014), with no integrated evaluation of how outcomes can be affected by motivations (Tanford & Jung, 2017). Research of local authorities in the UK suggested that there was no systematic approach to evaluation of festivals and events (Thomas & Wood, 2004), and that although public funding ostensibly supports sociocultural impacts, evaluation fails to measure these objectives (O'Sullivan et al., 2009). It is noted that economic impacts and visitor volumes are easier to count and quantify, suggesting that meaningful evaluation is reduced to what is convenient and not exactly fit for purpose. If approaches to evaluation are not improved, there is a "danger of revealing the price of everything and the value of nothing" (O'Sullivan et al., 2009, p. 34).

Considerations of Value in Events

With regards to "value," it is deemed a "multidimensional measure" (Gallarza et al., 2013), a key driver encouraging attendance at events (Mahadevan, 2017), and must now be demonstrated in a multistakeholder context within a longer-term perspective on outcomes and legacy (Brown et al., 2015).

Theory in relation to value suggests that any perceived utility is considered "extrinsic value" with tangible benefits to society such as economy and environment, while intangible outcomes such as welfare and judgement of worth, regardless of utility, are deemed "intrinsic value" (Andersson et al., 2017). This indicates clear distinction between extrinsic measures such as financial impact from visitors and intrinsic measures such as social benefit. Given that tangible criteria are not the only measure of success, any assessment of ROI must consider intangibles and approach intrinsic and extrinsic value differently and allow variation of value type across stakeholders (Andersson et al., 2017). Finally, it is important to take both a normative and instrumental approach to stakeholder value—normative requiring an understanding of what that value actually is for a stakeholder, and instrumental to anticipate and prepare for stakeholder reactions and avoid adverse outcomes (Lankoski et al., 2016).

A further insight on value is provided by one of the axioms of service-dominant logic, which states that "value is always uniquely and phenomenologically determined by the beneficiary" and is "idiosyncratic, experiential, contextual, and meaning laden" (Vargo & Lusch, 2014, p. 240), indicating it is created in unique ways through experience that is "disconnected from an objective reality" (Kavaratzis & Kalandides, 2015, p. 1370). If true, then stakeholder value will be subject to the effects of cognitive biases on human judgement with potentially destructive consequences if the ways in which stakeholders judge value are not correctly understood (Lankoski et al., 2016). Moreover, Prospect Theory argues that stakeholder value is determined by the distance, positive or negative, from "reference states" stakeholders employ, and that losses weigh more heavily than gains—further indicators of the subjective nature of value (Lankoski et al., 2016; Tversky & Kahneman, 1992). It is noted that although stakeholder value is a core concept in stakeholder theory, over 30 years of research has hardly provided a definition of it and offered little insight as to how value is indeed perceived and judged by stakeholders in the literature (Lankoski et al., 2016).

With the success of events increasingly relying on the enthusiasm of stakeholders, understanding the range of impacts a festival or event has on them helps to ensure their support. Organizers need to consider the impacts they perceive they will create, how they align with the broad categories of economic benefit and sociocultural impacts, and how these impacts will be assessed or measured (Xie & Sinwald, 2016).

Methodology

This research set out to address the following objectives:

Objective 1: to identify the factors, measures, and indicators that influence stakeholder affects and interests and determine their criteria for project success

Objective 2: to developing a conceptual framework for effective measurement of success and holistic evaluation, and which contributes to the identification of stakeholder value

The research design consisted of a combination of qualitative questionnaires and interviews conducted face-to-face, online, or in group meetings. To address objective 1, a preevent online questionnaire was used to collect data with selective follow-up face-to-face interviews conducted to deepen understanding of the responses. Initial survey questions were used to determine the mapping of stakeholders on the core conceptual model by Definition Type and Primary Interest (Fig. 1), and further questions in relation to the affects and primary interests identified by each stakeholder: the nature of these affects; the factors that influence these affects; the indicators of success, and; how this success could be measured.

To address objective 2, postevent research was carried with stakeholders to follow up on their preevent factors and measures. This was conducted by e-mail and face-to-face (individually and in group meetings) and data were collected in a variety of formats. In relation to the community grouping, a bespoke online event survey was developed for local residents and visitors to the event. This qualitative tool was developed for the event in 2017 and then repeated for the

2018 event with new and repeat stakeholders to generate an aggregate of responses across the two years.

Data Collection

The basis for the data collection consisted of both purposive and simple random sampling methods for particular stakeholders and specific stages in the process. For the 2017 event, consultation with the council's TdY event manager identified a purposive sample of 60 stakeholders by name and role—race organizers, regional agencies, community groups, and organizations, along with representatives of council services that comprised the core Project Delivery Group (PDG). The practitioner–researcher constituted a further stakeholder to give a total of 61. Invitations to participate in the preevent research were sent to all stakeholders by e-mail with a link to the online survey. There were 26 responses to this survey (from a total of 61—a return of 44%) with follow up carried out by the researcher to clarify and establish greater depth to the responses. This comprised of nine face-to-face interviews and two submissions by e-mail.

Although this body of stakeholders comprises of individuals acting in specific roles for an organization or group, the local community was deemed to be a group of multiple individuals with no single representative or collective voice. Given that this event had a clear effect on a great number of people visiting the event and living and working in the area, there were various outcomes for the wider community. It was concluded that community was not a single entity and that a broader sample of views needed to be obtained. An amended preevent qualitative questionnaire was used for the local businesses, residents, and visitors, with questions identifying the nature of the effects of the event; the key factors that will influence these affects; any particular hopes or concerns about the event, and; how these hopes or concerns be assessed or measured. This was used for face-to-face engagement in the lead up to the event in a key event location—the market town of Penistone. This generated a simple random sample of 35 responses comprising of 19 residents, 3 visitors, and 13 local businesses—7 of which were visited in person. This gave a combined number of 61 preevent stakeholder responses for TdY 2017.

After the event, a variety of debrief activities took place by the council and the researcher. This comprised of formal PDG debrief and lessons-learned workshop, evaluation reports prepared for council executive and funders, media metrics, and comments from various platforms. There was direct follow up with stakeholders in relation to their specific factors and measures with 16 responses by e-mail and four interviews. The online survey for community and visitors to the event comprised 20 questions and was promoted at the event with fliers being handed out by event stewards to crowds along the route as well as through social media. Local tourism businesses contributed prizes such as an overnight stay or free entry passes to act as incentives for completion. This approach generated a simple random sample of 177 responses.

For the 2018 event, 51 purposive stakeholders were identified comprising 37 repeated from 2017 and 14 new to the event. Of the 37 repeat stakeholders, 14 had responded to the survey in 2017 and were requested by e-mail to confirm their questionnaire responses. Of these 14, three confirmed and three revised their responses, with the remaining eight unchanged. The 14 new stakeholders for 2018 were sent the same online survey questionnaire from 2017, generating five further responses. No follow up by interview or e-mail was conducted with these new responses, and no further preevent engagement was conducted with the community grouping. However, the 35 community responses from 2017 were considered valid for 2018 to give a combined number of 54 preevent stakeholder responses for TdY 2018. The PDG debrief process conducted in 2017 was repeated for the 2018 event, as was the online event survey for community and visitors to the event for route and town center. This was promoted in the same way, again with incentives, and generated a simple random sample of 268 responses. This research process and data collection sequence is shown in Figure 2.

A total combined list of 75 stakeholders was identified from the 2017 and 2018 events, comprising 61 from the 2017 event (14 featured in 2017 only and 37 featured in both events) plus 14 that featured in 2018 only. Responses to the preevent survey comprised of 26 stakeholders from 2017 (12 featuring in 2017 and 14 featuring in both events) plus 5 featuring in 2018 only—a total of 31 giving

	Objective 1 (Pre-event: Jan - April)				
	2017		2018		2017 & 2018 combined
	survey				
Purposive stakeholders identified	60 new 2017 + 1 researcher		37 repeat in 2018 (24 unique to 2017) 14 new 2018		61 new 2017 14 new 2018
	61 total in 2017		**51 total in 2018**		**75 total**
	Responses	**follow up**	**Responses**	**follow up**	**Responses**
Purposive stakeholder returns	26 new 2017	clarification of responses: 9 face to face interviews + 2 email replies	14 repeat in 2018 5 new 2018	14 emails to confirm original 2017 responses remain valid	26 from 2017 5 from 2018
Random community sample	35 new 2017		35 carried over from 2017		35 from 2017
	61 total		**54 total**		**66 total**
	Objective 2 (Post-event: May - August)				
	debrief/evaluation				
Purposive stakeholder respondents	PDG session, email follow-up and data collection with 26 responding stakeholders		PDG session, email follow-up and data collection with 19 responding stakeholders		compilation of all data from 2017 & 2018
Random community respondents	audience survey; 177 community responses		audience survey; 268 community responses		audience survey; 177 from 2017 + 268 from 2018
	177 total in 2017		**268 total in 2018**		**445 total**

Figure 2. Overview of longitudinal methodology process.

an overall response of 41%. Adding the community grouping of 35 from 2017 gives a total number of 66 stakeholder responses. The combined total for the online event survey for the community and visitors was 445 responses.

Findings

The first step was to plot all stakeholders from TdY 2017 and 2018 on the Stakeholder Sandwich model in relation to Definition Type and Primary Interest. This gave a combined total of 66 stakeholder responses across the two events as shown in Figure 3. Those shown in bold were members of the Council PDG and those in italics indicate five new stakeholder responses in 2018. The practitioner–researcher is included as “Arts Engagement.”

The next step was to conduct analysis on the responses to the remaining survey questions to arrive at the affects and primary interests identified by each stakeholder—the nature of these affects; the factors that influence these affects; the indicators of success, and; how this success could be measured. This carried out using coding—the heuristic, exploratory, problem-solving technique (Creswell, 2007; Gibbs, 2007; Saldana, 2009; Taylor et al., 2015). The process was manual and comprised of two cycles with sections of text within the body of qualitative data being linked by theme to indicate the stakeholder’s perspective on the event (Gibbs, 2007). In particular, this involved splitting

	Primary Interest	
Affectors	Stakeholders which can affect	
	Outputs (quantitative data)	**Outcomes (qualitive effects)**
		Service Director
		Landscape Partnership
		Public Rights of Way
		Corporate H&S
		Civil Contingencies
		Arts Engagement
	Event Manager	**Health Improvement**
	Risk Manager	**Stronger Communities**
	Contractor x 2	Local School
	Funder	
	Marketing	Artist x 2
	Artist x 2	Community Group x 2
Place	**Tour de Yorkshire, Barnsley: 30th April 2017 & 4th May 2018**	
Affectees	**Cycle Path Network**	Local Mayor
	Museums Learning Team	Local Radio
	Town Centre Management	***Highway Network Engineer***
	BMBC Business Improvement	Parish Council
	Culture/Visitor Economy	Town Council
		Local Business x 13
		Residents x 19
		Visitors x 3
	stakeholders affected by	
	Outputs (quantitative data)	**Outcomes (qualitive effects)**

Figure 3. Stakeholder Sandwich: Combined plot for Tour de Yorkshire 2017 and 2018.

the data, used key words or phrases taken directly from participant comments, and reflected the practice of "lean coding" focusing on five to six major themes (Creswell, 2007; Saldana, 2009). This coding process brought together common themes from across stakeholders to determine a set of factors that embraced all stakeholder affects and interests.

All the factors and measures identified were followed up with stakeholders postevent to test the validity of the model by seeing if their perceptions remained congruent. For TDY 2017, this comprised of an event debrief and lessons learnt workshop held by the PDG, related council reports, engaging stakeholders with follow-up evaluation that involved four interviews and 13 e-mails (68% of respondents), and the online event survey. This process was repeated for TdY 2018 and involved PDG debrief meeting and reports, one key interview with the Event Manager, e-mail collation of data, and a repeat of the 2017 online survey. This produced a range of qualitative and quantitative elements for postevent data collection, in effect, the necessary material for evaluation, assessment of project success, and indicators of stakeholder value.

As the confidential BMBC Lessons Learned Workshops included all members of the PDG and took place for both events, they are the primary sources for a large proportion of this data. This is supplemented by other documentation provided by stakeholders such as TdY and generated by direct stakeholder engagement and follow up. Table 1 shows the factors and corresponding measures along with the types of data collected and their key sources. Table 1 also demonstrates that all measures across all factors were captured through the event debrief process and evaluation was able to

Table 1
Combined Stakeholder Measures and Factors and Postevent Data Collected for Tour De Yorkshire 2017 and 2018

Factors/Measures	BMBC Lessons Learned Workshop	Other Source Documentation
Event planning		
Review by BMBC event/peers (REV)	Officer report	Event survey
BMBC risk rating (RAG)	Officer report	Risk register document
Delivery partner contracts (CON)		E-mail feedback
Response and mitigations (RM)	Officer report	E-mail feedback
Event monitoring (EM)	Officer report	Interview feedback
Engagement		
Community activity (COMM)	Officer report	E-mail or interview feedback, event survey, arts engagement, and workshops
Atmosphere		
Attendance figures (ATT)	Situation report aggregates	TdY infographic
Trans Pennine Trail counters (TPTC)	Data pending	Data capture from footfall counters—charts and figures, e-mail feedback
Evaluation (EVAL)		Funder report, event survey, TdY business case study
Feedback		
Event survey (ES)	Summary of key data	Full event survey data
Media		
Reach/advertising value equivalent (R/AVE)	Media data, comms team presentation	E-mail feedback, social media data, TdY infographic
Economic benefit		
BMBC event budget (BUDG)	Financial reporting	
Visitor spend (SPEND)	Event survey headlines, observations and comments, Town Centre business feedback	Full event survey, business interviews, TdY press releases, TdY impact breakdown
Local event income/fundraising (LEI)		Event survey, e-mail feedback
Income Generated/School Bookings (INC)		Longer term monitoring
Footfall (FF)	Data pending	Data capture from footfall counters—country trail and Town Centre
Legacy		
Future work prospects (FW)		E-mail or interview comments
Cycling activity (ACT)	Longer term monitoring	
Priorities (PRI)	Corporate priorities addressed	

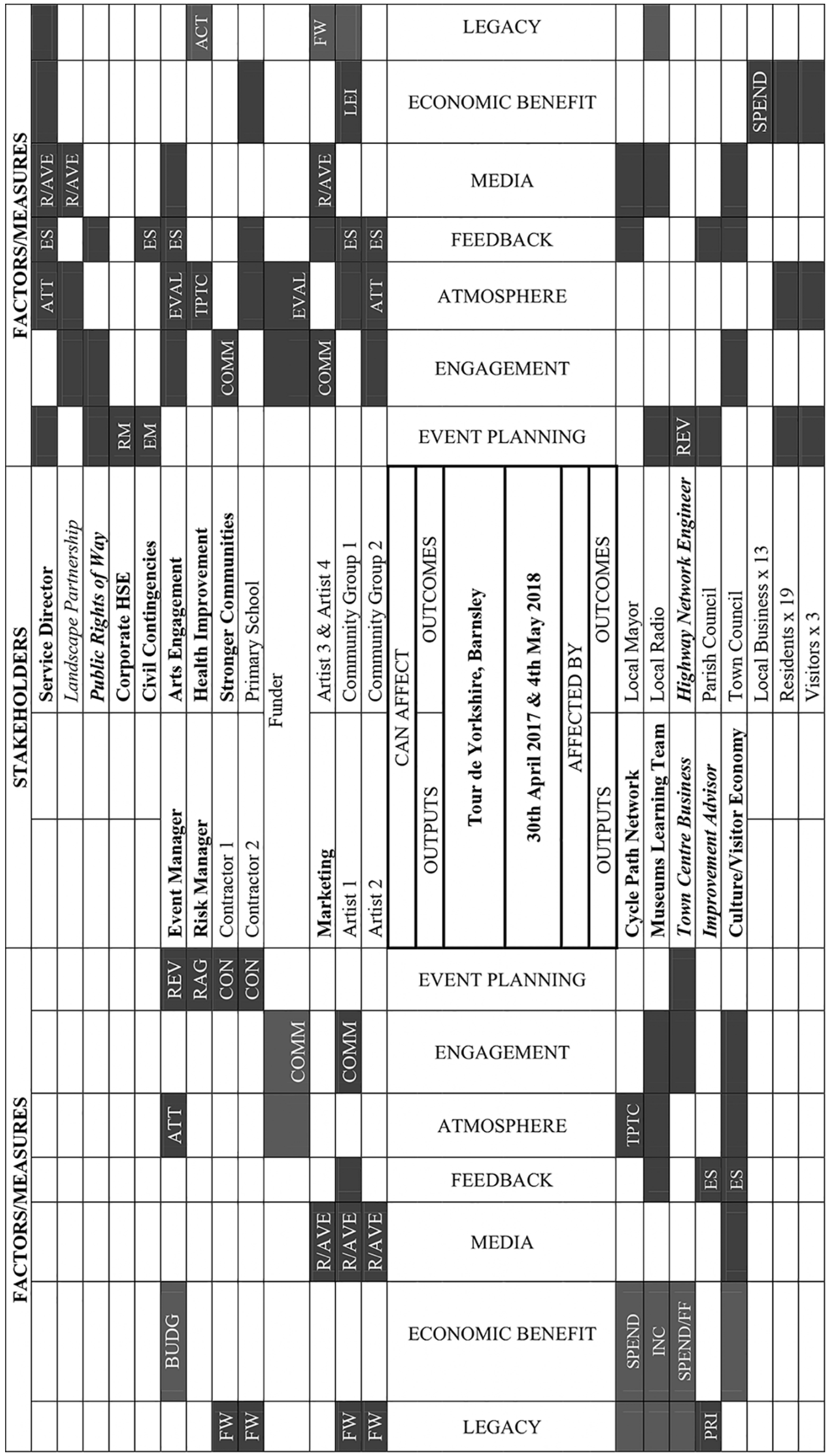

Figure 4. Combined Stakeholder Sandwich for Tour de Yorkshire 2017–2018.

be conducted in relation to all stakeholder interests. This enabled all stakeholders to access the data they required and be able to assess their interests.

To accommodate the factors and measures identified in Table 1, the core Stakeholder Sandwich shown in Figure 1 was expanded outwards to produce Figure 4. The factors were put along the *x*-axis and plotted against the corresponding stakeholder on the *y*-axis—shown as cells with solid blocks. The relevant measures from Table 1 were then added to the cells that corresponded to the stakeholder responsible for gathering all or part of that specific data. These are shown as abbreviations, and cells that are only solid indicate stakeholders that identified a particular factor but no specific measure. This expanded Stakeholder Sandwich demonstrates that the model has the capacity to map factors and measures across all stakeholders by both definition type—"can affect" or are "affected by"—and primary interest—"outputs" and "outcomes." This expanded plot presents a conceptual framework for effective measurement of success and holistic evaluation and achieves objective 2.

Analysis and Discussion

Consideration of the research process and the sequence of findings in relation to the objectives led to the following analysis and discussion. Analysis of the qualitative questionnaire responses through the coding process brought together common themes from across stakeholders to determine a set of factors that embraced all stakeholder affects and interests as shown in Table 1. In addition, all the identified factors and measures were followed up with stakeholders to test the validity of the responses by seeing if their perceptions remained congruent pre- and postevent. The combined stakeholder plot shown in Figure 3 confirmed this and successfully tested these perceptions. All stakeholders from 2017 confirmed their responses postevent, and those involved again in 2018 reaffirmed their positions. The model also incorporated new stakeholders for the 2018 event, and they too confirmed their responses postevent. Confirmation of the validity of the core model with stakeholder perceptions shown to be consistent pre- and postevent demonstrates suitability of the Stakeholder Sandwich as a mapping tool. The longitudinal nature of the research endorsed this further with the 2018 event confirming the 2017 findings.

One stakeholder of particular note is "funder," which has been plotted across the two categories of Primary Interest. This accurately reflects the responses to the qualitative questionnaire that did indicate both outputs and outcomes. Although it would be possible to make an informed judgement about which category would be deemed primary, it seemed an interesting opportunity to resist a binary choice and plot across both to consider the capacity of the model to accommodate it. This demonstrates a degree of flexibility of this model and addresses limitations of category-based alternative sector-specific models (Wallace & Michopoulou, 2019).

This addresses Objective 1 and fulfills the requirement of work being done with stakeholders before judgements are made in relation to value or worth (Brown et al., 2015), shows the economic factors of the "iron triangle" as a subset of factors (Nogeste & Walker, 2005), captures measures that encompass all stakeholder perspectives (Mir & Pinnington, 2014), are both tangible and intangible (Nogeste & Walker, 2005), and does consider stakeholder interests and the full range of indicators of satisfaction (Cserhati & Szabo, 2014).

Given the importance of a shared vision for project and stakeholder satisfaction (Nogeste & Walker, 2005), these factors and groupings were also considered in relation to the overall aims and objectives of the event. These were stated by the PDG "to deliver an event which is safe and enjoyable, raises the profile of Barnsley and generates economic impact for the area." An examination of this overarching aim in relation to the factors and measures from Table 1 and the thematic groupings from the coding analysis is shown in Figure 5. This alignment of all measures and factors with the project vision increases the acknowledged likelihood of achieving stakeholder satisfaction (Nogeste & Walker, 2005) and provides a robust and consistent framework for the project management cycle from inception to evaluation.

The consistency of these findings of factors and measures in relation to the expanded Stakeholder Sandwich (Fig. 4) and project vision (Fig. 5) illustrates a robust process that does map intangible outcomes alongside tangible outputs (PMI, 2000). It also generates a range of qualitative and

MEASURES	GROUPINGS	BMBC OBJECTIVES
Event Planning Review by BMBC BMBC risk rating Delivery partner contracts Response and mitigations Event monitoring	**delivery**	An event which is **safe**
Engagement Community activity **Atmosphere** Attendance figures Trans Pennine Trail counters Evaluation **Feedback** Event survey	**experience**	and **enjoyable,**
Media Reach/advertising value equivalent	**exposure**	raises the **profile** of Barnsley,
Economic benefit BMBC event budget Visitor spend Local event income/fund raising Income generated Footfall **Legacy** Future work prospects Cycling activity Priorities	**benefits**	and generates economic **impact** for the area

Figure 5. TdY factors and measures in relation to PDG objectives.

quantitative data for postevent collection and evaluation and provides the basis of a holistic framework with which to address objective 2.

Effective measurement of success and holistic evaluation are demonstrated in Table 1 with data collection in relation to the factors and measures successfully carried out at the end of both events in 2017 and 2018 for all but two of the measures. Income generated from school bookings (INC) and cycling activity (ACT) are shown as requiring longer-term monitoring. This is consistent with the literature and reflects the nature of sociocultural impacts and some of the timescales involved in measuring the success of measures of this nature over months and years later (Turner et al., 2009). Returning to the mapping of factors and measures on the stakeholder plot shown in Figure 4 clearly illustrates how stakeholder interests have degrees of commonality and overlap. This presents the potential to view stakeholders in relation to these interest factors, and the potential to evaluate and gauge project success in groupings as well as standalone stakeholders. This also suggests that if stakeholders share common interests, then there could be clear benefits and added value by managing stakeholders for mutual and complimentary outputs and outcomes from the onset of a given project or event. To examine this further, the interest factor of "atmosphere" was separated out as a subset shown in Figure 6.

Data collected for the specific measures indicated for this factor and the corresponding stakeholders gave the following analysis:

- Attendance figures (ATT – Event Manager and Service Director): crowd estimates aggregated from situation reports provided by zone managers along the route indicated that expected numbers were exceeded on the route for both 2017 and 2018, but below expectations for the Town

FACTORS/ MEASURES	STAKEHOLDERS		FACTORS/ MEASURES
		Service Director	ATT
		Landscape Partnership	
		Arts Engagement	EVAL
		Health Improvement	TPTC
		Primary School	
	Funder		EVAL
		Community Group 1	ATT
ATT	Event Manager	Community Group 2	
ATMOSPHERE	CAN AFFECT		ATMOSPHERE
	OUTPUTS	OUTCOMES	
	Tour de Yorkshire, Barnsley **4th May 2018, 8am - 5.30pm**		
	AFFECTED BY		
	OUTPUTS	OUTCOMES	
TPTC	Cycle Path Network	Residents	
	Museums Learning Team	Visitors	
	Culture/Visitor Economy		

Figure 6. Plot of stakeholders for TdY 2017–2018 for the factor of "atmosphere."

Centre in 2018. The organizers of TdY also provided infographic data that included figures for attendance across the full event for both years.

- The Trans Pennine Trail counters (TPTC – Cycle Path Network): data capture from footfall counters at relevant event locations on the network presented as charts and figures provided by email saw a significant spike in numbers on the route for both events, with clear evidence of movement of audience between key vantage points in 2017.
- Evaluation (EVAL – Funder and Arts Engagement): arts engagement and activity along the route produced highly visual artworks and extensive street dressing that was documented in photography and written reports, with a souvenir book published in 2017. Responses to the event survey generated both quantitative and qualitative data such as high satisfaction levels and supporting narrative in both 2017 and 2018.

This example gives a clear picture of a single grouping with these specific measures providing the key data for all stakeholder interests in the factor of "atmosphere" and the corresponding measures. This gives managers and researchers an insight into the key stakeholders for this factor and enables them to consider how these collective interests and shared measures could be effectively managed for this grouping. Similar analysis of the data for each of the other groupings could establish exactly how stakeholders could be linked and connected by factor and related measures, suggesting that this framework could provide an alternative style of stakeholder management strategy as part of the expanded Stakeholder Sandwich model. It also demonstrates the opportunity to contribute to project success through the relevant factors of communication, cooperation, and partnership, and the shift from technical tasks to relationship management identified by Cserhati and Szabo (2014) demonstrated that the full range of factors and measures were evaluated, from the tangible economic benefit and tourism agendas, to the intangible impacts of event experience and attendee satisfaction, which did indeed lead to loyalty, overall destination satisfaction and repeat visitation (Davis, 2016; Tanford & Jung, 2017) over the 2 iterations of this event in 2017 and 2018. It is also noted that the community survey preevent reflected the prevailing tendency to identify community as potential problems to be managed (Higgins-Desbiolles, 2018). However, mitigating the risks identified preevent proved to be effective when the postevent survey was evaluated. Another potential concern was an element of event imposition (Hanrahan & Maguire, 2016). The route is determined by TdY organizers with only partial consultation even with the local council, and only revealed to selected local stakeholders just before the public launch of the route. However, evaluation clearly indicates that any concern of this nature was mitigated with the postevent survey demonstrating high levels of experiential satisfaction, an embracing of the economic and tourism agendas, and goodwill towards this event nurtured over the years.

As well as evidence of project success, the evaluation process also captured a number of project failures. The 2017 event had an additional element—a Sportive, an amateur cycle ride along sections of the professional race route. This involved large numbers of riders and their families arriving early in the morning to official parking areas in the rural west of the Borough. However, a number of farmers opened ad-hoc unofficial car parks on their land creating queues and impacting on the Traffic Management Plan creating challenges for the event delivery. In addition, the contractor responsible for stewarding this section in the route deployed their staff 1 hr late, which had the potential to delay the start of the Sportive. This stakeholder (Contractor 1) participated in the research, and their feedback indicated they did not meet their performance management levels. In 2018, a number of town center businesses reported a significant drop in takings. It became apparent that concerns about traffic and access to the Town center had a significant impact on footfall, which was lower than expected. Dwell time by visitors was also shorter than hoped for, which added to the downturn in Town Centre business. This indicates that this study addresses the limitations of existing research by examining links between factors for success and failure and criteria for project success across stakeholder groups (Turner et al., 2009).

In summary, evaluation of the factors and measures generated data indicating project success, some requirement for longer-term monitoring, and examples of project failure. This demonstrates that the Stakeholder Sandwich model and the process from initial stakeholder mapping of affects and interests to postevent analysis is a suitable conceptual framework for effective measurement of success and holistic evaluation. The remaining component of objective 2—identifying value creation for stakeholders—required further analysis of the data collected in relation to measures.

Wording and phrases that indicated more than just functional completion or achievement of goals were noted. Comments included "the activity was very rewarding" (Parish Council), reference to "pride in their community" (Town Council), how community members went "above and beyond" (Artist 4), the event was "a game-changer" and "changed perceptions" (Event Manager), and "delighted to have been involved" (Artist 2). These comments indicate added value and clearly demonstrate value creation in relation to these stakeholders, which are distinct from the terms used for the measures of success shown in Table 1. This reflects the concepts of "extrinsic value" with perceived utility and tangible benefits to society such as financial impact from visitors, and "intrinsic value" of social benefit and the intangible outcomes such as judgement of worth (Andersson et al., 2017). In festivals and events, this could be deemed a distinction between coproduction—the utility and process of achieving or delivering—and cocreation—the added nonutilitarian benefits of the process. Further research would be required to explore this proposition.

Another significant observation concerns the feedback from the Local Mayor. This included comments about the feel-good factor of the additional activities put on by the community to create atmosphere and engagement. Although “feedback” was a factor identified by this stakeholder in their preevent response, “atmosphere” and “community engagement” were not. This suggests that value can manifest itself in unexpected ways for stakeholders and demonstrates that any assessment of success factors and evaluation needs to allow for it. This echoes the literature and the need to combine a normative understanding of what value is for a stakeholder with an instrumental anticipation and preparation for stakeholder reactions (Lankoski et al., 2016).

Analysis of the examples of project failure already highlighted also gave indications of potential negative value creation, or value destruction. The 2017 failures of parking and traffic for the Sportive were apparent in some of the event survey responses indicating that this impacted on the experience of the event for these respondents. Contractor 1 also commented that they “had failed in their duty” in relation to these specific issues. Also, the feedback from the Town Centre business community in 2018 reflected their negative experience, particularly in relation to loss of business income. Again, these comments are distinct from the functional measures of success and indicate costs or “disbenefits” (Delamere et al., 2001).

This range of wording and phrases reflects a service-dominant logic that is determined by the beneficiary (Vargo & Lusch, 2014), the unique ways value is created through experience (Kavaratzis & Kalandides, 2015), and demonstrates the value in “enhancing the experience of the host community” (Capriello & Fraquelli, 2008, p. 51). This research also addresses the limitation in the literature as to how value is indeed perceived and judged by stakeholders in the literature (Lankoski et al., 2016). This analysis in relation to the measurement of success and evaluation, and the identification of stakeholder value addresses objective 2, which shows that this research process has successfully achieved all its research objectives.

Conclusion

This research has fulfilled its objectives of identifying factors, measures, and indicators that influence stakeholder affects and interests, determines stakeholder criteria for project success, develops a conceptual framework for holistic evaluation and effective measurement of that success, and which contributes to the identification of stakeholder value. Through a sequential process of stakeholder definition and mapping, identification of factors and measures, alignment with project vision, collection of evaluation materials, and analysis of rich data, it also presents a methodology for understanding stakeholders in the events and festival sector.

The theoretical contributions of this study are twofold. Firstly, the longitudinal nature of the research enabled the core mapping model—the Stakeholder Sandwich—to be revisited to test whether responses and perceptions remained congruent. As well as proving to be robust in this regard, its expansion to incorporate factors and measures proved to be flexible, adaptable, and effective in its application. It also examined factors and criteria for project success across stakeholder groups (Turner et al., 2009) with measures that encompass all stakeholder perspectives across both tangible and intangible outputs and outcomes (Mir & Pinnington, 2014). Secondly, this research presents a more comprehensive approach to evaluation (Brown et al., 2015) across multiple stakeholders (Davis, 2014), with integration of how outcomes can be affected by motivations (Tanford & Jung, 2017) within a holistic framework for assessment (Mir & Pinnington, 2014). It also offers a more open-minded and comprehensive approach to what evaluation sets out to achieve and how it is then to be conducted (Brown et al., 2015), and insight as to how value is perceived and judged by stakeholders (Lankoski et al., 2016).

This research contributes to practitioners by including CSFs (Davis, 2014) and understanding the range of impacts that helps ensure stakeholder support and how these impacts are assessed or measured (Xie & Sinwald, 2016). It allows for multiple inputs from many stakeholders (Brown et al., 2015), understands, articulates, and measures social impacts (Delamere et al., 2001), and measures these sociocultural impacts of events in non-economic terms (Hanrahan & Maguire, 2016). It also offers a framework for a systematic approach to evaluation of festivals and events (Thomas & Wood, 2004) as an alternative to the conventional retrospective capture of positive and negative impacts (Schlenker et al., 2005), and addresses key evaluation issues such as measuring sociocultural impacts (O'Sullivan et al., 2009) and assigning worth or value to stakeholder interests (Brown et al., 2015).

The limitations of this research include the type and nature of the case study event. TdY is a prolonged professional sporting event that is free to attend and relies on income generated from sponsorship, TV broadcasting rights, and significant levels of public funding at regional and local level. The findings need to be tested on events of different profile, scale, and duration, as well as genre category and commercial models. This would establish whether this approach is adaptable to a variety and range of event and festival contexts or propose modifications or developments to the conceptual approach and application. Future research should focus on exploring the potential of related factor groupings as the basis for a new stakeholder management and evaluation strategy to contribute to project success through cooperation, partnership, and relationship management, all aligned to a clear project vision shared across stakeholders.

Given the ongoing impacts of climate change and pandemic, and the huge challenges facing the sector, it is now more important than ever to engage stakeholders. This research has clear potential for use by event managers and producers in the events and festival sector through the recovery process and beyond.

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