View metadata, citation and similar papers at core.ac.uk

brought to you by CORE

provided by Plymouth Marjon University Repository

Title: Event Planning and Leveraging for Sport Tourism Development: The Case of a Rural Motorcycle Event.

Author(s): Vassilios Ziakis and Sylvia Trendafilova

Copyright, publisher and additional information:

Manuscript has been published online as Ahead of Print:
Accepted author manuscript version reprinted, by permission, from Case Studies in Sport Management, 2018, https://doi.org/ 10.1123/cssm.2017-0034#_i2. © Human Kinetics, Inc.

DOI: https://doi.org/ 10.1123/cssm.2017-0034#_i2.

Reference:

Ziakas, Vassilios and Trendafilova, Sylvia (2018) Event Planning and Leveraging for Sport Tourism Development: The Case of a Rural Motorcycle Event.Case. *Studies in Sport Management*, **7** (1). pp. 11-16. ISSN 2372-5540

Event Planning and Leveraging for Sport Tourism Development:

The Case of a Rural Motorcycle Event

by

Vassilios Ziakas & Sylvia Trendafilova

Abstract

This case study focuses on planning and leveraging sport events for community-based sport tourism and economic development. It is presented from the point of view of a sport event/marketing coordinator (Ian) within the Convention & Visitors Bureau (CVB) of the fictional rural community of Panorama. He has been assigned to write a report about the potential of organizing (and leveraging) a new motorcycle event tapping into the unparalleled success and experience of two car open road races that the town hosts. Ian is a recent sport management graduate who has just been hired by CVB and hence knows little about the community and its events. He begins preparing his report by collecting information and taking notes in order to understand the community dynamics affecting events and learn from the races with the purpose of identifying what would be the best means to attain benefits from the proposed new event. Drawing upon the theoretical underpinnings of sport event leverage and multi-purpose event portfolios, the case provides the opportunity for students to apply these tenets on a realistic context, taking them through a research path of gradual exploration and discovery of issues and means entailed in event portfolio planning and leveraging.

Keywords: event planning; event promotion; sport tourism; event leveraging, rural community, event portfolio.

Background

Ian turned on his laptop to start working on his first report for his new job. He was very pleased with the opportunity that had presented itself. It involved planning, and potentially organizing and implementing an event for motorcycles. Events and motorcycles were definitely two of his favorite things. He just graduated with a Master's Degree in Sport Management and was hired by the Convention and Visitors Bureau (CVB) as a Sport Event Coordinator. His first task was to write a report regarding a new sport event that could potentially be hosted by the rural community of Panorama. He knew that the CVB had hosted successfully the Rocket Open Road Race (RORR) for the last 9 years. Last year RORR marked a hotel occupancy rate of 96% during the event with estimated total revenues of $77,876 based on visitor spending in local hospitality businesses. He was also aware that the unparalleled success of this open road car race coupled with the event organizers' realization that there was still a substantial market demand, encouraged the community to replicate this event. As a result, for the last 4 years they have put on a second car race, the Galaxy Open Road Race (GORR). The first one is usually held in April and the second one in October. Recently, there had been thoughts of further replication of the RORR. In particular, Ian recalls the last meeting of the CVB where some members came up with the idea for the new event, more specifically, an Open Road Motorcycle Rally. The director of the CVB and some other members were somewhat surprised with this idea but they listened quietly to other members sharing their ideas, as one member stated:

"We are talking about possibly having the equivalent to the Rocket Open Road Race but it would be for motorcycles. This type of event that allows motorcycles to race

in an open road is getting quite popular in the U.S. Therefore, if we actually put on this event we will strongly put ourselves on the map as a place having motor races. I would imagine we would probably host it in Spring. We already have the resources and experience, so we can apply the know-how to the new event."

*"*Yes, maybe it's a good idea but we already host two open road races, a community festival, and a history education event plus the other events that we co-sponsor" said another member objecting to this idea.

"And where will we find the money and volunteers?" asked a third member.

"Let's not forget that attendance is already dropping down in our community festival and the same is happening with the history education event", pointed out another member. "I'm afraid that a new event, no matter how good it is, will be too much for the community and I am afraid we won't have enough volunteers."

"Yes, but it is up to us to make the event successful and recruit enough volunteers" said the member who brought up the idea for the new event and he continued pointing his finger at Ian: "and this time we have an expert in events that can guide us and find the best way to plan, organize and implement it."

Everyone looked at Ian, some smiling, others showing light signs of mistrust or concern in their faces. Ian felt uncomfortable. It was his first week on the job and not being local, he did not know much about this community and its people. Although the possibility of putting on a new event seemed like a great opportunity for him to demonstrate his competency and talent, the apparent controversy on whether a new event was a good idea or not made him a bit uneasy. Ian addressed the group in his most

professional voice "Yes, I'd be happy to work on this project. And I believe that…" when suddenly the CVB's Director interrupted him.

"We'll need to talk more about it. Before any decisions are made we must have actual data and a plan for moving forward. I suggest that we discuss it in our next meeting when Ian can report to us about that. Let's move on to the next topic now."

At the end of the meeting, the Director asked Ian to talk to him in private about the possible new event.

"Ian, I know these are your first days here and you might be a little overwhelmed with what is going on. The truth is that our community counts a lot on events because it is our only way to attract tourism. We are a small unknown community and we are not a destination, we are just a stop between destinations so hosting events can attract travelers for a few days or for a weekend. This is tourism for us. However, there is a very delicate balance in the number of events we should host. I think we are approaching the point of having too many events and as far as a new motorcycle race, hmm … I don't know if that could be too much to the point of exhausting our community resources. I cannot coordinate one more event. This is way too much for me. If a new event happens, you or someone else will be in charge and maybe this is your chance to establish your credibility in the community."

"Yes, I agree. It seems like a good opportunity but I will need more information before I can let you know what my recommendation would be."

"Of course" replied the CVB Director, "you can collect all the required information and let us know what you think. I just want to highlight that the RORR is our big success. It is our formula. We obviously want to replicate the event to some extent

but not in its entirety because we may do it to a point where the RORR loses its attraction. The other thing is the discord in the community between the Hispanics and Anglos; if the division continues, if we don't work together, our events will fail and show a bad image of our town. Thus, the CVB is trying to bridge differences by keeping people involved equally in projects and events. The big thing is the community itself. The volunteers are the basis for anything we do. If the community continues to be divided, sooner or later we're going to have a problem. So that's the big challenge: how to keep the whole community involved and united."

Ian's first thoughts, as he left the conversation with the Director, were that the idea of replicating the RORR to create a new event for motorcycles seemed to have a great potential. Especially, considering that there is a steadily increasing market demand in the United States for motorcycle open road races and that Panorama already has secured resources and know-how experience. However, he could see the problem that racial tensions might result in limited cooperation among event stakeholder groups. Ian tried to see the big picture. He thought of the concerns of the community having too many events. It was though clear to him that this was not a problem. As long as events are not working against each other, that is rarely an issue. What matters is the events calendar and that each event does not conflict with others. It also matters whether or not additional target markets are attracted by the events and their cumulative appeal. Ian also thought that the number of events is not really a problem to find volunteers for the new event. Actually, the existing events enable the development and utilization of a strong pool of volunteers. For the new motorcycle event, there are two kinds of volunteers: specialist and general. Specialist volunteers must be trained or imported; general

volunteers can be developed locally. The new event will reach into its own pool of motorcycle fans for both kinds of volunteers at a large percentage. Therefore, the challenge is to develop and manage a pool of volunteers for the new event by capitalizing on the pool of motorcycle fans and maybe even capturing a few of them for the more general events volunteer pool.

Preparing for the Report

Two days had passed since the meeting at the CVB and Ian could still hear the Director's last words: "Ian, I think that we need to come up with the right strategies and tactics to continue the success of the open road races without blindly replicating the RORR, we must add something new, and at the same time stimulate community support, which seems to be waning. If we cannot do that then we should not take on another event. I look forward to hearing your ideas and reading your report. I expect it to include at least the following: basic cost and expected sources of revenue, basic event programming and theming, promotion and list of potential sponsors, major safety management guidelines, and strategies for attracting volunteers, creating excitement for the whole community, involving local businesses and promoting our tourist attractions. Be creative. We are counting on you."

Ian decided to attack the task at hand. He was excited and nervous all at the same time. He knew that he had a lot of resources available. Of the top of his head he could think of a couple of specific models and concepts related to event leverage (Chalip, 2004; O'Brien & Chalip, 2008) and event portfolio management (Ziakas, 2014) that would be extremely helpful in guiding him through his first task. First things first, Ian knew that he had to learn the socio-economic conditions of the town that affect the organization of

events. Then he had to become very familiar with everything around the existing races as well as the community's stakeholders (players and agencies) and how they all relate. He decided that he would spend the next day or so collecting as much information as he possibly could.

To begin with, he searched in the Chamber of Commerce and the US census for demographic and economic data (Appendix A) that delineated the community's profile. Then he reviewed the CVB's documents to put together all Panorama's tourism attractions and recreational amenities (Appendix B) as well as major events in accordance with the CVB's current policy for using events in tourism development (Appendix C). Ian's next step was to look for pertinent printed materials and talk with several people that he knew who had participated in some capacity in the races or they were knowledgeable about the subject and understood the community dynamics. After collecting the information he sat down trying to organize his notes so that he could prepare the report due in three days to the Director of the CVB.

Learning from the Races

However, as Ian reviewed the information that he collected about the two existing races, he felt overwhelmed and unable to organize it in a coherent manner so that it would be useful for staging the motorcycle event. He looked at last year's participants' visitation data (Table 1) and then started reading out loud some excerpts to put in order the most important information.

[Place Table 1 here]

"Well, obviously, this town takes advantage of its empty roads to host the RORR and GORR, which are of national caliber. The races promote the hospitality of Panorama,

the area's gastronomy and the opportunity for drivers to compete to their limits on a challenging highway. Some out-of-state participants told me that they felt surprised by Panorama's hospitality but are growing accustomed to it during the days they spend here for the event. How is the town's hospitality shown through the races? On the Main Street of Panorama there is a big poster saying: 'Welcome Racers'. Local businesses and especially hotels and restaurants welcome racers with enthusiasm and many have posted on their doors and premises: 'Welcome, Rocket Road Racers'. Most importantly, many local businesses put promotional posters of the races on their premises, and restaurants offer special menus named after the races. All this joint theming employed by local businesses is good for the car races but I'm not sure if there are any of them that may have reservations regarding being associated with 'bikers'. So how could I deal with negative perceptions?"

The next excerpt in Ian's notes was about the development of the RORR. It was organized in April, 2008 and since then it has grown rapidly. The race is co-organized by the cities of Panorama and Swanson, which are connected by a highway. The distance between Panorama and Swanson is 59 miles, thus the total mileage of the race is 118 miles. The race gives the chance to racing-car enthusiasts to legally drive as fast as they like on a U.S. highway for 118 miles and do so relatively safely. It started with an idea to shut the highway down for a day in order to be used as a racecourse. It was such a success that a second race was necessary to meet the demand. The second race is held every October on the highway from Panorama to Mikaton. The distance between the two towns is 40 miles and the total race mileage is 80 miles.

"And who does participate in the races?" Ian wondered. "It seems that most of them are professional drivers that come from far away. Also, plenty of participants take part from every corner of the state. As they told me most of the racers are just weekend hobbyists, or thrill seekers who want to have the experience of a road racing and spend a four-day weekend in it because the races are usually held on Saturday and most racers arrive on Wednesday or Thursday. Hmm…they also told me about some complaints after practice sessions, there are not many entertainment options for racers and for locals who come to meet racers and admire their exotic cars."

"That brings me to event programming" Ian pondered. "I have the schedules of the races" (Appendix D) "so the question is, do the races create a sociable and celebratory atmosphere?" In his notes Ian read that several locals emphasized the following features of the races' program: the pre-race show wherein locals can have pictures taken with their favorite cars and many even have the honor of sitting in the cars. Right after the car show, the racers parade their cars on the town's main streets. Then another meeting takes place for volunteers gate keepers where all are instructed on safety issues and needs. On Saturday after the race, there is a post-race car show where local people may visit again with the racers who can share their personal experience of the race. Also, there are picture opportunities with racers who sign autographs and have an opportunity to interact with the community. In the evening there is the banquet, which brings the visitors and community together for the awards. "Should all these be replicated in the motorcycle event?" Ian wondered and turned his attention to another section of his notes.

"Let's see what we have now about event promotion. The key is to use specialized media for advertising such as motorcycle magazines and social media

targeting motorcycle aficionado groups. Which specific media, how many? How long? What advertising content (stories, people and visuals)? How many posts?" Based on the races, Ian made a provisional media plan (Table 2) and pondered about the costs and benefits associated with different media choices and media mixes. This, in turn, led Ian to consider the matter of paid versus coopted (via public relations) media.

[Place Table 2 here]

Ian then continued by asking himself, "also, the event should be promoted nationally through its own website, an entry on the town's web-based calendar of events, and what else? What should be included as text and visuals on the event's website? I have contacts with a few sport journalists and will invite them to visit and write about the event thereby securing media reporting. Furthermore, how does the event can be incorporated into the town's marketing? Images of the event should be put on all regional marketing collateral. Hmm, I wonder why the Rocket national park is so consistently referred in the event's brochures?" Then Ian recalled a conversation he had with the CVB's Director regarding the destination image of Panorama:

"A couple of years ago there were some taglines about our area that I didn't like because they misrepresented our community. This is the tagline I proposed: 'The beginning of your Rocket adventure" because that is accurate and represents our community better. I have heard that Rocket national park is one of the top destinations in the U.S. Even though we are not well known, when you show Rocket on the map, people will understand where we are. That's the key: the geography, Panorama is on the way to Rocket."

"So it is all about Rocket" Ian contemplated. "Maybe the same name could be given to the motorcycle event or at least its promotional materials should incorporate mentions of Rocket?" he wondered and then turned his attention to three local newspaper articles (Appendix E) to check out how the races were promoted to the community. "Clearly the local media are responsive to promote community events" Ian concluded. Volunteers are attracted by promoting that the only way to watch the races first hand is to volunteer and sign up as a course worker. Local people and out-of-town race aficionados take this opportunity to volunteer in order to see the race. "Ruben, Juan and Carli told me that they choose particular gates every year and volunteer together as a group. They said that they have a good time drinking beer and sharing their fascination for fast cars."

"In addition, as several locals told me, they enjoy that in the RORR event there are booths and a party in the community's park which is free for everyone to attend and have fun." Sophia and Brian, the volunteers who coordinated the party at the park last year, shared with Ian: "A locally owned company gave racing fans, friends and relatives, a chance to watch the race on a big screen in the park. With internet employees doubling as gate keepers, cameras were set up and a screen, with a live feed was available for viewing in the park. Local food was sold and Mountain Distributors provided the refreshments. Returning racers and members of the community were able to continue to view the race live and enjoy the after race footage both in the park and at the awards banquet." However, as Ian noted both Sophia and Brian did not seem to be receptive to the idea of coordinating a similar party for the GORR or another event.

The next part of Ian's collected information was about event operations. Both races are a carefully organized cooperative endeavor between the cities involved, the

Department of Transportation, local law enforcement and emergency teams, and more than 100 volunteers who help ensure the racers' safety. The CVB along with the City of Panorama are the coordinators of this event. Ian glanced at his notes and noted that the major operations of the event involve the closing of the race routes for traffic a few hours before the first car leaves the starting line. Soon thereafter, volunteers gate watchers equipped with two-way radios take their places along the course to radio in possible problems. Two airplanes monitor the race route from above, and fire trucks, a helicopter, and ambulances stand by ready in case of an emergency. "The good thing here" Ian thought, "is that Peter, who usually handles the safety for both races told me that he would be able to help during both the planning and implementation phases of the motorcycle race." He also shared that this service has been provided by the city as an in-kind contribution. Since this is such an expensive undertaking, and the events have been profitable, the organizers have been able to contribute with approximately $1,000 to $2,000 towards 'gas and basic maintenance' for the safety vehicles. It has worked out really well.

"So there are several supportive community organizations and individuals in this town!" Ian thought and moved his tired eyes to a catalog of the community organizations involved in events and their available volunteers pool (Appendix F) that the Chamber's Event Committee coordinator gave him. "This is fantastic!" Ian shouted out with enthusiasm. "Now I can have a basic understanding of the different agencies in town and their major functions. These are without any doubt potential partners, whether directly or indirectly. It is to my advantage to think of them as both resources and recipients/clients. I must think creatively about how they can add value to the motorcycle event and how the

event can add value to their missions." With these thoughts Ian was hoping to ensure community support from local businesses as well. Therefore, he compiled a list of potential community sponsors/suppliers network for the motorcycle event (Appendix G). The use of a local supply network, particularly in terms of hospitality and accommodation could not only engender economic benefits but also foster cooperation among local business stakeholders. With this in mind, Ian pondered whether a networking zone could be designated for sponsors/suppliers to set up displays of their products. Or perhaps, it would be a good idea to match sponsors with cross-promotional opportunities such as product demonstrations and trials. If so, what specific sponsors that offer complementary products could be matched?

Building a Community Alliance: The Major Actors and Supply Capability

Ian had no doubt that for the event to be successful, the nature and capacity of local supply sources matter. Thus, he needed to make sure there is sufficient capability for supply so that economic benefits are retained in Panorama. The danger here to avoid is that the event revenues would not constitute an income transfer to neighboring communities. But to devise an effective event strategy, Ian understood that the event should be integrated strategically into the product and service mix at Panorama in order for it to contribute to the strategic goals of the community. A logical path to that is to bring key local agencies and stakeholders together to stage and leverage the event. "Since there is already a network of local organizations involved in events, why not establish a community alliance to support events?" Ian thought and turned his eyes on the collated data about the major event-related agencies of Panorama trying to better understand the

scope and characteristics of the major actors that shape the community's product and service mix. These are as follows:

Chamber of Commerce: The Panorama Chamber of Commerce is a member-based organization promoting tourism and economic development in Panorama. The Chamber's mission is to help existing businesses grow, recruit new companies to the region, strive to establish an excellent workforce, and advocate for business-friendly government. Furthermore, the Chamber strives to provide businesses with cutting-edge products and services designed to help Panorama develop. Contrary to what many think, membership is made up of businesses of all sizes. About 80% of the membership base is small business (75 employees or fewer) and nearly 50% employs 1-10 employees. One of the main goals of the Chamber is to engage the business community by incorporating the following strategies: 1) Enhance awareness of business resources offered by the Chamber as well as by others in our region; 2) Provide relevant resources that add value to the business community; 3) Ask business community about their needs and adapt accordingly; and 4) Create a back and forth dialog between business and Chamber.

CVB: The City of Panorama through the Panorama Convention and Visitor Bureau promotes and manages tourism for Panorama. Funding comes from local imposed Hotel/Motel taxes. CVB Staff is housed at the Visitor Center in addition to the Panorama Chamber of Commerce. The CVB is responsible for marketing Panorama as a tourist destination via all forms of media including electronic, print advertising, billboards and brochure publication. The CVB manages and operates city owned properties. In order to better manage the City's tourism assets, the CVB contracts the Panorama Chamber of Commerce and the Panorama Historical Society to operate the Visitor Center and its Historic Sites. Cooperative efforts between the CVB, the county, the Panorama Historical Society, the Panorama Chamber of Commerce, local hotel/motel management and local business allow for a cohesive and pleasant experience for all of the community's visitors. The CVB also funds Special Events and Conventions such as the International Cowboy Shooting Competition, athletic events and educational conventions. Multiple sites are available in Panorama for meetings/conventions and the CVB assists with all aspects to ensure a successful event.

Hispanic Chamber: The mission of the Hispanic Chamber is to be the leading resource and advocate for the Hispanic business community. The Chamber believes that we each have a fundamental, moral obligation to help each other. The Chamber - in addition to business advocacy role and great networking events - assists businesses in reaching the Hispanic market and pursuing more trade opportunities. The primary goal of the Chamber is to continue the advancement and progression of a strong and

stable economic culture for Hispanic businesses. The Chamber strives to reach these goals by developing business and management skills and bridging access to financial capital and maintaining our cultural values and integrity. Each month, the Hispanic Chamber hosts luncheons focusing on key Hispanic data and particular industries. The Chamber promotes key demographic data and the importance of diversity in the community leadership.

Economic Development Corporation: The mission of the Corporation is simple: to retain and create new jobs, and to expand and diversify the local economy. All actions of the Corporation are strategically designed to meet that goal. The Corporation is governed by Boards appointed by the Panorama City Council. To qualify, Board Members must either own and operate a local business or be an Executive in a local business.

Historic Panorama: The Society is a private, non-profit organization founded in 1950s, with the goal to preserve, restore and utilize the area's historical past. Historic Panorama, listed on the National Register of Historic Sites, is owned by the City of Panorama and managed by the Panorama Historical Society.

Maria Rodriguez Museum: Housed in an original adobe structure with territorial architecture built at the turn of the 20th century, the museum was originally the city's premier hotel. Nowadays the museum keeps house with the past, exhibiting, representing and celebrating Panorama's heritage. As such, a variety of historic celebrations, folk music concerts and reenactment events are hosted in the museum throughout the year.

Recreation Department: Panorama Recreation Department is mainly engaged in parks. This organization is involved in parks as well as other possible related aspects and functions of parks. The Recreation Department maintains its local business operations and in addition to operations related to parks it might execute other local business operations outside the state boundaries. The Parks and Recreation Department offers a wide variety of activities for each member of the family to enjoy. One of the main goals for the Department is to improve recreation opportunities for all residents in Panorama. The Panorama Parks and Recreation Department works hard to maintain and improve the City's existing park lands, recreational facilities, and trail facilities. Through planning, development, maintenance, and facilities management projects, staff is continually working to enhance and expand facilities to better serve the community and visitors. The Parks and Recreation Department works with several other City departments, government agencies and non-for-profit groups to expand trails, park lands, and recreational opportunities for the entire community.

Based on the above information (along with the data in Appendices B, C, F & G), Ian was now able to outline the major event-related agencies and local supply capability (Table 3). This synopsis provides comprehensive information about stakeholders, agencies, or institutions that need to be involved in leverage. Likewise, this provides insightful data about relevant aspects of the local product and service mix to enable bundling opportunities. In parallel, Ian considered again Tables 1 and 2 as they show economic potential dimensions and media planning considerations to effectively leverage the event.

[Place Table 3 here]

Profiling the Bikers

After having organized all pertinent information, Ian reviewed for one more time his notes and realized that there were not any available data about the participants of the races such as demographics, motivation and satisfaction levels. "Well it might be plain boring to conduct and analyze surveys but it is also useful sometimes" he thought as he recalled a survey taken on motorcycle bikers by the Sport Management Department he graduated from. "That way I could know what the bikers are mostly interested in and seek to add the most appealing activities to the event that will entice bikers to spend money in town and stay longer!" Right away he called his former classmate who worked as a research assistant on the project to email him the results of the survey. Soon thereafter Ian received the results of the survey and started compiling a profile of the bikers (Appendix H). Now, glancing at his notes left near his desktop, Ian felt confident that he had all the appropriate data in hand to demonstrate to the CVB the potential of the

new event and the appropriate strategies and tactics that could be employed to maximize its benefits to the community.

Wrapping Up and Moving Forward

As Ian moves forward and prepares his report and strategy for hosting the new event while maximizing the benefits for the local community, he needs to remain fully aware of the big picture. In his preparation for the meeting with the CVB he needs to carefully consider the relevant stakeholders and their specific goals in relation to the event. For example, is there any additional data that need to be gathered? In other words, what are the economic, social and environmental objectives each stakeholder aims to achieve? Do they have the required resources that would be necessary to achieve success? This, in turn, may entail a few meetings between Ian and different local stakeholders. Such meetings should be ongoing to enable Ian and stakeholder groups to keep an open discussion on the resources needed for hosting the event, and to identify potential challenges that need to be addressed. Last, but not least, Ian needs to clearly identify how other existing events in the local community and the current product and service mix are brought to bear on the goals of all stakeholders involved in the production of the new motorcycle event.

Discussion Questions

1. What are the major issues that event organizers have to deal with when planning a new event?
2. Which local agencies are critical for the successful implementation and leverage of the car races and other events?

3. Suggest and explain the best ways that an event can derive tourism revenues to the host community. Compare your suggestions with what has already been done by event organizers in past events.
4. How can the host community use event media to enhance its image?
5. To what segments of bikers should the new event be marketed to derive benefits for the local community?
6. How will the new event affect Panorama's event portfolio?

References

Chalip, L. (2004). Beyond impact: A general model for sport event leverage. In B.W. Ritchie & D. Adair (Eds.), *Sport tourism: Interrelationships, impacts and issues* (pp. 226-252). Clevedon, UK: Channel View Publications.

O'Brien, D., & Chalip, L. (2008). Sport events and strategic leveraging: Pushing towards the triple bottom line. In A. Woodside & D. Martin (Eds.), *Tourism management: Analysis, behaviour and strategy* (pp. 318-338). Oxfordshire, UK: CABI.

Ziakas, V. (2014). *Event portfolio planning and management: A holistic approach*. Abingdon, UK: Routledge.

Table 1. Racing Participants Visitation Data

Event	Number of participants	Number of hotel nights	Number of days spent in Panorama	Food expenditure per person/day	Party size	Hotel expenses per person/night
RORR	170	6	7	$51	4	$89
GORR	180	5	6	$47	3	$78

Note: Numbers are average except for numbers of participants.

Table 2. Preliminary Media Mix

Media	Monthly Reach	Monthly Frequency	Cost
Print: Specialized Magazines Number = 7	85%	4	$25,000
Internet: Social Media	95%	6	-
PR Activities	70%	2	$2,000
Total			$27,000

Table 3. Major Event-related Agencies and Local Supply Capability

Organization	Main Events	Resources & PR Activities	Supplier Coordination
Chamber of Commerce	Horse Show Christmas Parade	Assist with marketing & promotion of community events, advocate for transportation & infrastructure development	Hotels, restaurants, agricultural producers, Recreation Department, Panorama Historical Society
CVB	RORR GORR International Cowboy Shooting Competition	Visitors center, promote & manage tourism in the area	Hotels, restaurants, media
Hispanic Chamber	Cinco de Mayo Celebration	Advocate for the Hispanic business community, pursue trade opportunities	Hispanic businesses
Economic Development Corporation	Alphaville County Live Stock Show	Sponsoring local events	Local businesses
Historic Panorama	Wild Desert Dinner Wellbeing Auction 4th of July Celebration Living History Days at Historic Panorama	Museum, the old fort	Local Fire Department, Local Police
Maria Rodriguez Museum	State History Day Antiques Appraisal Summer Folk Music Concerts Old Timers Day Christmas Open	Museum	Cottage Collection, KPT radio
Recreation Department	State Rodeo Trials Sports and Arts Festival Arts and Crafts Show	City parks, recreation facilities, trail facilities Organize youth & recreational tournaments	Local agencies and groups

APPENDIX A

Community Demographic and Economic Data

Table 1: Total Population in Panorama and Alphaville County from 1970 to 2010

Year	City Population	County Population
1970	6,373	11,957
1980	8,283	13,748
1990	8,688	14,618
2000	8,254	14,675
2010	7,846	16,809

Table 2: Hispanic or Latino & White Population Composition in 2010

Composition	Population	Percent
Hispanic or Latino (of any race)	3,470	44.2
Mexican	1,942	24.8
Puerto Rican	12	0.002
Cuban	0	0.0
Other Hispanic or Latino	1,028	13.1
Not Hispanic or Latino	364	4.6
White alone	1,030	13.13
Total Population	7,846	100.0

Table 3: Population Age in Panorama and Alphaville County in 2010

Age	Panorama Population	Percent	Alphaville County Population	Percent	Statewide
Under 5	635	8.1	1,106	6.6	7.8
5-14	1273	16.2	2,572	15.3	15.8
15-19	730	9.3	1,735	10.3	7.8
20-44	2512	32.0	6,128	36.5	38.5
45-64	1629	20.7	3,447	20.5	20.2
65+	1067	13.6	1,821	10.8	9.9
Median age	32.9		31.20		32.30

Table 4: Education & Income in Alphaville County, 2010

Education	
High School graduates	4,891
College graduates	1,018
Income	
Median Household Income	$ 28,033
Per capita money income	$ 12,212
Persons below poverty	20.4%

Table 5: Major Employers in Panorama, 2016

Major Employers	Product	Number of Employees
REALT Energy	Oil Field Service	500
State Dept. of Criminal Justice	Prisons	480
Panorama Independent School District	Education	450
Alphaville County Memorial Hospital	Health Care	250
Alphaville County	County Services	200

Source: Panorama Chamber of Commerce.

Table 6: Labor Force in Alphaville County, 2016

Industry	Number of Jobs	Percentage
Natural Resources and Mining	633	12.81%
Construction	207	4.2%
Manufacturing	80	1.6%
Trade, Transportation & Utilities	855	17.3%
Information	28	1%
Financial Activities	148	3%
Professional and Business Services	125	3%
Education and Health Services	454	9.2%
Leisure and Hospitality	400	8.1%
Other Services	110	2.2%
Nonclassifiable	8	0.1%
Federal Government	48	1%
State Government	585	12%
Local Government	1,261	25.5%
Total	**4,942**	**100%**

Source: Panorama Chamber of Commerce.

Table 7: Unemployment Statistics

Unemployment Rate	
2017	
Jan	4.5
Feb	4.2
Mar	4.1
Apr	3.9
May	4.4
Jun	5.1
Jul	5.1
Aug	5.2
Sep	5.2
Oct	4.9
Nov	5.2
Dec	5.3

Source: Panorama Chamber of Commerce.

APPENDIX B

Panorama's Tourism Attractions & Recreational Amenities

- *Historic Panorama:* The Historic town is the landmark of the community featuring the grounds of the old fort, a museum and a visitor area.
- *Maria Rodriquez Museum:* The oldest hotel of the town has been renovated to serve as a museum.
- *Rocket National Park*
- *Coliseum & Civic Center:* The indoor arena and coliseum provide an outstanding assortment of entertainment. Rodeos, cutting horse, and roping competitions are held on almost a weekly basis. The civic center hosts dances and other activities. Located at the Airport Hwy.
- *Swimming Pools:* Natural Springs Pool and Oscar Garcia Park have Olympic pools open summers to the public, and the High School pool is open in the evenings year round.
- *Tennis:* 16 lighted courts, visitors are always welcome.
- *Teen Center:* Teenagers have their own facility where they can play pool, video games, Ping-Pong, enjoy the snack bar, and more. Hours vary. There is a small admission fee.
- *Living Desert:* An enhanced nature trail displays plants of the Milky Desert. The plants have been labeled providing information on common name and scientific names. Trail begins near the Guard House at Historic Panorama.
- *Acorn Pines 18-Hole Municipal Golf Course:* It is located one mile northwest of Panorama. Greens fees are $25 on weekdays and $35 on weekends & holidays. Carts are available and rent for $18 for 18 holes.
- *Wildlife Viewing Area:* Six miles north of Panorama, the State Highway Department has provided for off road parking (No other facilities). Take your binoculars and bird books with you. The site is adjacent to the Gold Nature Preserve, a property owned and managed by the State Nature Conservancy.
- *Vega Park:* Walking path, two playgrounds, an abundance of picnic sites, and restrooms are just some of the park's features. Located South of Panorama.
- *St. Mark Wines:* The largest of states' wineries, St. Mark is one of the fastest growing wines in the country. Quality is the reason. St. Mark offers Chardonnay, Cabernet Sauvignon, Merlot, Pinot Noir, Sauvignon Blanc, Gamay, White Zinfandel, and Red Zinfandel, plus their special blends – St. Mark Red, St. Mark White, and St. Mark Blush. Tours are available.
- *Panorama Plaza:* Located along the Interstate Highway, Panorama Plaza Entertainment Complex is the premier entertainment center in Alphaville county. At Panorama Plaza, patrons of all ages can enjoy a wonderful meal in the restaurant, play in the arcade/redemption game center, bowl, and view the latest movies.

APPENDIX C

Event Portfolio and Tourism Development

I. Annual Calendar of Major Special Events (Event Portfolio)

State Rodeo Trials

3rd Week, January

Alphaville County Live Stock Show

2nd Saturday, January

Wild Desert Dinner

February

State History Day- M. Rodriquez Museum

March

Wellbeing Auction

1st Saturday, April

Antiques Appraisal- M. Rodriquez Museum

April-May

Rocket Open Road Race

4th Saturday, April

Cinco de Mayo Celebration

May

Summer Folk Music Concerts

Alternate Thursdays, June-September

Horse Show

3rd Week, June

4th of July Celebration

July 3rd & 4th Weekend

Sports and Arts Festival

3rd Weekend, July

Living History Days at Historic Panorama

Last Saturday, September

Old Timers Day at M. Rodriquez Museum

October

Galaxy Open Road Race

1st Saturday, October

Arts and Crafts Show

3rd Saturday, November

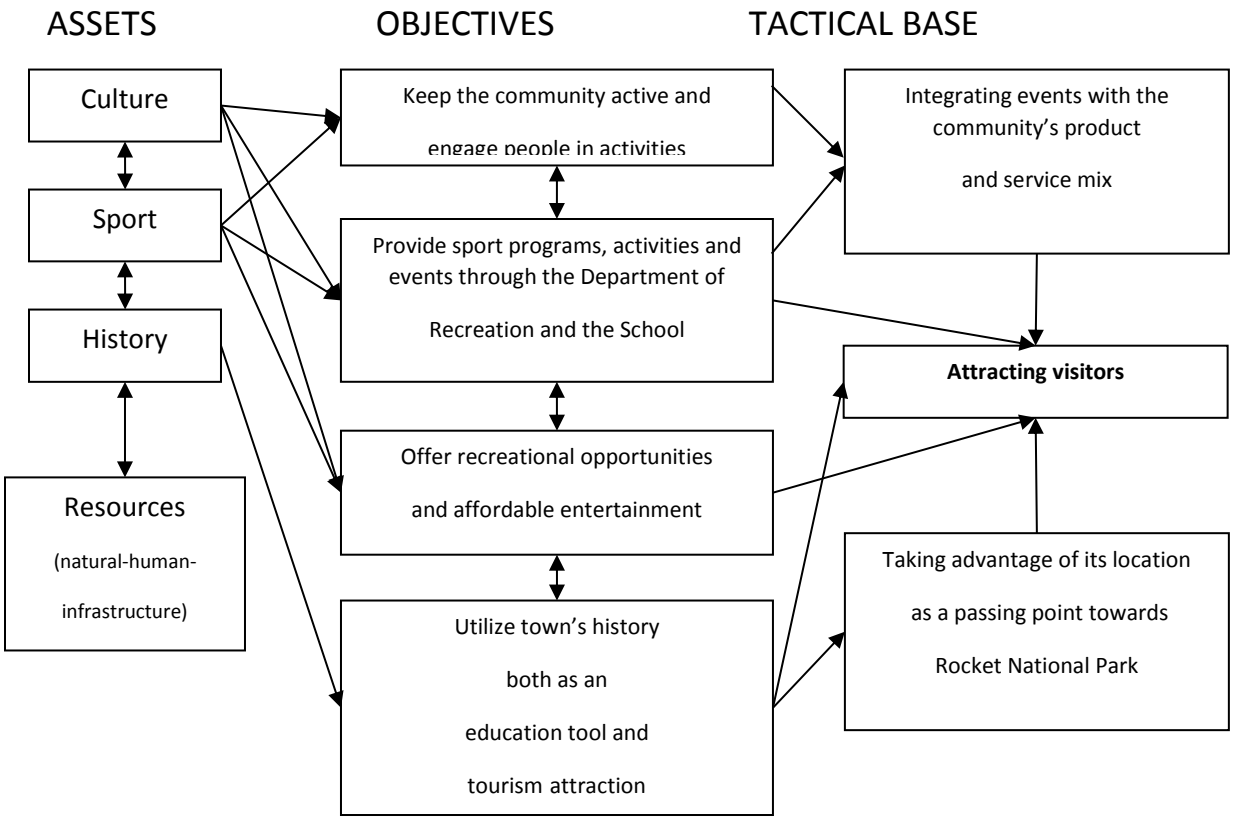
Christmas Open- M. Rodriquez Museum

1st Friday, December

Christmas Parade

1st Friday, December

II. CVB's Policy for Using Events in Tourism Development



APPENDIX D

RORR SCHEDULE

***** The following schedule is based on the 2017 events. Changes may be made to this as the 2018 Race is organized.

WEDNESDAY, APRIL 23 – SWANSON	
Location: Beta County Courthouse and Square (north of downtown two blocks, behind school)	
8:00 a.m. - 12:00 p.m. & 1:00 – 4:00 p.m.	Registration - Senior Center (behind courthouse)
8:00 a.m. - 12:00 p.m. & 1:00 – 4:00 p.m.	Technical Inspection - Courthouse Parking Lot
10:00 a.m. - 12:00 p.m.	Rookie School – in Courthouse
Qualifying & Practice Location: US 90 just West of Swanson	
9:00 a.m. - 12 noon	Qualifying and/or Practice
1:00 p.m. - 5:00 p.m.	Rookie Qualifying and/or Practice
Tips & Notes: Wednesday is the preferred day for Rookie instruction & Qualifying. Make sure you have all your paper work filled out & your car ready for Technical Inspection (that means all your personal race gear as well).	
6:30 p.m.	Course Worker Safety Meeting, Court House, 2nd floor
THURSDAY, APRIL 24 – SWANSON	
Location: Beta County Courthouse and Square	
8:00 a.m. - 12:00 p.m. & 1:00 – 4:00 p.m.	Registration - Senior Center (behind courthouse)
8:00 a.m. - 12:00 p.m. & 1:00 – 4:00 p.m.	Technical Inspection - Courthouse Parking Lot
10:00 a.m. - 12:00 p.m.	Rookie School – in Courthouse
Qualifying & Practice Location: US 90 just West of Swanson	
9:00 a.m. - 12:00 p.m.	Practice (Rookie Qualifying if necessary)
1:00 p.m. - 4:00 p.m.	Practice (Rookie Qualifying if necessary)
Welcome Party Location: Park across from Courthouse)	
5:00 p.m.	Welcome party - presented by the Swanson Chamber of Commerce.
FRIDAY, APRIL 25 - PANORAMA	

Location: Vega Park (South on Highway 999 from downtown - North of Start/Finish)	
Morning	RORR Adventure Cruises (optional tours of the area)
8:00 a.m. - 12:00 p.m.	Registration - Large Community Hall
8:00 a.m. - 12:00 p.m.	Technical Inspection - Parking Lot
Note : All Division/Class changes should be made by close of registration at 12 noon.	
2:00 p.m. - 3:00 p.m.	Co-Drivers (Navigators) School - Large Community Hall
3:00 p.m. - 4:00 p.m.	Drivers/Co-Drivers Mandatory Meeting - Large Community Hall
4:00 p.m. - 5:30 p.m.	Car Show – High Park – Main & Smith
5:30 p.m. - 6:00 p.m.	Parade from park to West on town center to end of town.
Location: Civic Center	
6:30 p.m.	Course Workers Meeting & Gate Assignment
SATURDAY, APRIL 26 – PANORAMA	
Location: Vega Park	
6:00 a.m. - Pre Grid	All Race Cars to Pre-Grid at park
Location: Highway 999 just after Freebird Lane	
7:00 a.m. - Course Sweep	All Gate, Flag & Safety Stations ready before 7:00 a.m.
7:30 a.m. - Race Grid	All Race Cars to Race Grid on Highway 999
8:00 a.m.	Race Start to Swannson (turn around at Courthouse)
After finish of Swanson run	Race Start to Panorama
Panorama Finish Line	Party in Vega Park
Location: Civic Center	
7:30 p.m.	Banquet & Awards Ceremony

GORR SCHEDULE

WEDNESDAY, OCTOBER 11 – MIKATON

Location: Ritch Building (across from the Dark Hotel)

8:00 a.m. – 12:00 p.m. & 1:00 - 4:00 p.m.	Registration - Ritch Building
8:00 a.m. – 12:00 p.m. & 1:00 - 4:00 p.m.	Technical Inspection - Ritch Building Parking Lot
9:00 a.m. – 12 noon	Practice, Highway 888 N of Mikaton
10:00 a.m. - 12:00 p.m.	Rookie School - Ritch Building

Qualifying & Practice Location: Highway 888 N of Mikaton

1:00 p.m. - 5:00 p.m.	Rookie Qualifying and/or Practice

Tips & Notes: Wednesday is the preferred day for Rookie instruction & Qualifying. Make sure you have all your paper work filled out & your car ready for Technical Inspection (that means all your personal race gear as well).

7:00 p.m.	Course Worker Safety Meeting, Ritch Building

THURSDAY, OCTOBER 12 – MARATHON

Location: Ritch Brothers Building (across from the Dark Hotel)

8:00 a.m. – 12:00 p.m. & 1:00 - 4:00 p.m.	Registration - Ritch Building
8:00 a.m. – 12:00 p.m. & 1:00 - 4:00 p.m.	Technical Inspection - Ritch Building Parking Lot
10:00 a.m. - 12:00 p.m.	Rookie School - Ritch Building

Qualifying & Practice Location: Highway 888 N of Mikaton

9:00 a.m. – 12:00 p.m.	Practice (Rookie Qualifying if necessary)
1:00 p.m. - 4:00 p.m.	Practice (Rookie Qualifying if necessary)

Welcome Party Location: Mikaton Motel, Hwy 01

5:00 p.m.	Welcome party - presented by the Mikaton Chamber of Commerce and Fire Department.

FRIDAY, OCTOBER 13 – PANORAMA

Location: Vega Park (South on Highway 888 at Marquez Loop)

Morning	GORR Adventure Cruises (optional tours of the area)
8:00 a.m. – 12:00 p.m.	Registration – Large Community Hall

8:00 a.m. – 12:00 p.m.	Technical Inspection - Parking Lot

Note: All Division/Class changes should be made by close of registration at 12 noon.

2:00 p.m. - 3:00 p.m.	Co-Drivers (Navigators) School - Large Community Hall
3:00 p.m. - 4:00 p.m.	Drivers/Co-Drivers Mandatory Meeting - Large Community Hall
4:00 p.m. - 5:30 p.m.	Car Show – HIGHLY RECOMMENDED TO ATTEND
5:30 p.m. - 6:00 p.m.	Parade from park west on town center to end of town.

Location: Civic Center

6:30 p.m.	Course Workers Meeting & Gate Assignment

SATURDAY, OCTOBER 14 - PANORAMA

Location: Vega Park

6:00 a.m. - Pre Grid	All Race Cars to Pre-Grid at school.

Location: Highway 888 just after rail road tracks.

7:00 a.m. - Course Sweep	All Gate, Flag & Safety Stations ready before 7:00 a.m.
7:30 a.m. – Race Grid	All Race Cars to Race Grid on Highway 888
8:00 a.m.	Race Start to Mikaton (turn around at the school on Avenue D)
After finish of Mikaton run	Race Start to Panorama
Panorama Finish Line	Party in Vega Park

Location: Civic Center

7:30 p.m.	Banquet & Awards Ceremony

APPENDIX E

Local Newspaper Articles

1. The following article by Panorama's local newspaper seeks to articulate and explain the community's fascination with the event:

What is it about fast cars that fascinate us so much? Good question…Panorama is most definitely fascinated with fast cars. The town becomes very energetic as soon as the first Viper or any other sports car arrives in town. Various businesses around town displayed "Welcome Open Road Racers" signs, and I am thrilled to see that. Panorama is a unique town, and we are proud of it. Many of the drivers have shared how welcome they feel here and how nice the local people and community are. That is a big part of what makes this event so successful each year. You may not think that walking up to a racer and simply saying "Welcome to Panorama - glad you could be a part of our race" would have an impact, but it does. That personal attention and local hospitality could be what makes a memorable impression in that person's mind and brings that racer back each year we host the event. No matter how much Panorama grows, I hope we never lose that small-town charm. We have many festivals and events taking place in this small town – we feel like we can offer some of the "big-city" type of entertainment. As long as we stay focused on the local hospitality and the special charm our "small town" has, Panorama will continue to be successful.

2. The following article published in the Panorama's local newspaper is a call for people to volunteer to the event:

Spring is just around the corner, and preparations for the Rocket Open Road Race are in full swing. As always spectators are not allowed on the race course during the race, but anyone wishing to see the race first hand is encouraged to become a volunteer, or a course worker. The race includes89 ranch and road "gates" in the 59-mile stretch that makes up the RORR, between Panorama and Swanson. "We need at least one person at each gate," said Panorama volunteer coordinator. "We have several people who have kept the same gate since the race began 5 years ago, as well as land owners who like to watch their own gates," said the volunteer coordinator. "If you would like to be placed at the same location as you did in the past years, you need to call me at the City of Panorama right away and I will get you signed you up for this year." New course workers are also welcome. "While there is a degree of responsibility involved, we encourage small groups of people to work together and enjoy the day of our open road racing." This is a daylong commitment and I am looking forward to another successful race because of your help and involvement. Let's make our small community proud again.

3. The following article in the Panorama's local newspaper summarizes the successful organization of the RORR in the past:

The Rocket Open Road Race has set the standard by which all other small-town events should be held. There was nothing small-town about it. The race - a 118-mile round trip on Highway 999 from Panorama to Swanson and back - allows the competitors to run their fast cars at top speeds on the closed highway. Many participants commented on the night of the banquet that our race is one of the best they attend. It's a rare and treasured gift to be able to drive these cars at their potential in a safe and fun environment. Along with the hard work of the race organizers and volunteers, many participants commented on the hospitality of our local citizens. What a great reason for the drivers to come back and spend their money in Panorama. The hotels were full; the restaurants were buzzing g; and cash registers were ringing at a fevered pitch for many businesses. While the totals aren't yet in, last year's race, with less than 80 teams brought in more than $1 million. Hard work plus friendliness and an amazing hospitality equals dollars. It's a great formula.

APPENDIX F

Network of Community Organizations & Volunteers Pool

Organization	Event-Related Functions	Supply of Volunteers
Chamber of Commerce	1) Informant of community development and activities; 2) Advocate for transportation development and infrastructure; 3) Ensuring a quality place to live in terms of housing, leisure, and schools 4) Working with the Recreation Department in bringing in events and encouraging more economic growth through sport events 5) Supporting most of the community sponsored events by helping with the marketing and promotion	Hosts an annual banquet recognizing outstanding volunteers in the community in an effort to promote volunteerism *Chamber Ambassadors:* Dedicated volunteers whose their mission is to welcome, nurture, and recruit new Chamber members, act as goodwill representatives at Chamber functions, and aid in the support of Chamber members. They are involved with all the major community events greeting visitors, selling tickets and helping with the fund-raising events to support social causes *Number of Registered Volunteers: 125*
Economic Development Corporation	1) Officially sponsoring events; 2) Facilitating cooperation among businesses investing on events	*Number of Registered Volunteers: 7*
Historic Panorama	Organizing several historic events at its grounds	*Number of Registered Volunteers: 11*
Maria Rodriguez Museum	Organizing small-scale events such as concert series	*Number of Registered Volunteers: 4*
Recreation Department	Organizing many youth and recreational tournaments	*Number of Registered Volunteers: 37*
Library	1) Offering arts and cultural activities such as concerts and arts classes for both children and adults 2) Offering stage times and puppet shows for the kids in	*Number of Registered Volunteers: 44*

	major events supporting thus family attendance	
Hispanic Chamber	Organizing annual Fiestas to celebrate Hispanic heritage	*Number of Registered Volunteers: 131*
Service Clubs (Rotary, Tigers, Milanis)	1) Promoting event support by calling on the community and creating opportunities for participation 2) Informing the community about events and legitimizing them in the public forum 3) Enabling inter-organizational collaboration through public advocacy, increase of awareness and exposure of events to the community	*Number of Registered Volunteers: 82*

APPENDIX G

List of potential community sponsor/supplier network for the Motorcycle Event

Auto-Motorcycle accessories, services	Hospitality	Accommodation	Shopping	Event-related infrastructure
Firestone Test Center	Bienvenidos	Best Western	Bella Terrazza Gifts & Antiques	KPT (Radio)
Fernandez Motorcycles	Burrito Inn	Budget Inn	Mesa Vineyards	The Panorama Spirit (Newspaper)
Panorama Motorcycles	China Inn	Days Inn	Mesquite Tree	Community Centers (Health Services)
Donora Oil	Tortilla Factory	Hampton Inn	Discount Warehouse	Nurses Unlimited (Health Services)
South Marketers	Desert Pines Café	La Quinta		Chancellor Office Supply
West Tire	Happy Daze Diner	Motel 6		Quality Document Solutions
McAllen Tire Company	Oasis Restaurant	Quality Inn		The Print Shop
Mobile One	Mi Casita	Super 8		WestXDesign (Web site design)
	Black Pit BBQ			Panorama Insurance
	Steakhouse Restaurant			Smith & Associates Insurance Company
	Panorama's Entertainment			Vinyl Techniques (banners/signs)
	The Cook's Catering Co.			Rotary, Tigers & Milanis Clubs

				Bealls (Clothing)
				Cottage Collections
				Local Hospital
				Local Police
				Local Fire Department

APPENDIX H

Table 1: Socio-demographic characteristics of bikers (%)

AGE (years)	Under 20	15	OCCUPATION	Professional/Technical	41
	20 – 29	27		Student	22
	30 – 39	33		Admin/Clerical	14
	40 – 49	22		Labor	6
	50 – 59	3		Unemployed	8
	Over 60	0		Other (non-specific)	9
GENDER	Male	96			
	Female	4			

Table 2: Experience characteristics of bikers (n=384)

EXPERIENCE (self-rated)	Beginners	62
	Moderately experienced	103
	Have much experience	144
	Very experienced/expert	75
EXPERIENCE (races done)	None done before	74
	Only 1 race	66
	2 – 5	35
	6 – 20	98
	21 – 30	66
	Over 30 races	45

Table 3: Main motivation and clustering of bikers (their top motive)

MAIN MOTIVATION	TOTAL % (n=384)	Beginner "Play Boy"	Moderately experienced "Easy Rider"	Have much experience "Sporty"	Expert/very experienced "Hardcore"
Winning/competition	35.9	**0**	2	**66**	**70**
Fun/entertainment	16.4	**22**	**39**	2	0
Socializing	15.1	16	28	14	0
Skill improvement	14.8	2	2	48	5
Exploring/touring	11.4	15	15	14	0
Relaxing	5.4	3	14	0	0
Other	1.8	4	3	0	0

Table 3: Outdoor activity characteristics of bikers (their top three activities) (%)

MAIN OUTDOOR ACTIVITIES	TOTAL	Play Boy	Easy Rider	Sporty	Hardcore
Motorcycle riding	**86.2**	**55**	**93**	**97**	**100**
Tramping	**22.2**	**23**	**18**	**22**	**26**
Skiing	**20**	**37**	**22**	13	8
Sailing/Windsurfing	14.2	9	1	**18**	**29**
Hunting/Fishing	5.2	2	4	7	8
Climbing	4.7	3	3	8	5
Outdoor Team Sports	5.5	2	8	8	4

Table 4: Top Three Features of Motorcycle Racing (%)

MOTORCYCLE RACING FEATURES (the top three features)	TOTAL	Play Boy	Easy Rider	Sporty	Hardcore
Speed/excitement/risk	**43.5**	17	8	**66**	**83**
Appreciating views/scenery/nature	**39**	**49**	**48**	**36**	23
Exploring new areas	**38.5**	**47**	**37**	**39**	31
Riding/socializing with friends	33.5	**37**	**34**	33	30
Racing and race training	23.7	14	4	28	**49**
Exercise/fitness workout	22.2	12	24	26	27
Skill challenge (technical riding)	20.7	4	17	21	**41**
Developing and improving skills	13.2	5	22	15	11
Relaxation/easy riding/cruising	10.7	31	7	2	3
Peace/quiet/solitude	7.7	19	7	2	3
Touring	3.2	4	1	4	4
Other	2.5	4	2	2	2

Table 5: Interest in Bundled Racing Activities (%)

ACTIVITIES	TOTAL	Play Boy	Easy Rider	Sporty	Hardcore
Event parties	**89**	**95**	**92**	**85**	**84**
Riding clinic	**86**	**78**	**82**	**91**	**96**
Countryside tour	**54**	**67**	**58**	**49**	**45**
Concert	49	64	52	48	33
Theme park	33	37	34	33	30
Outdoor sports package	28	49	25	21	18
Sightseeing tour	21	31	22	23	11