

Sport Facility & Event Management (2nd Ed.)

By Thomas J. Aicher, Brianna L. Newland, and Amanda L. Paule-Koba. © 2020 by Jones & Barlett. \$102.95. 358 pp. ISBN 13 978-1284152944

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The introduction of *Sport Facility & Event Management* (2nd ed.) quite correctly states that sport facilities are moving farther away from the “seat ’em and feed ’em” mentality. To this extent, the book sets out to illustrate contemporary elements of planning, financing, marketing, implementation, and evaluation of both sport events and facilities by implementing a holistic approach through theoretical and practical considerations in each chapter. The book is designed to highlight the diversity of the sport-event and facility-management industry by presenting case studies from various fields such as professional sport, recreation, health, fitness, leisure, and tourism. The lead authors invited other experts in the field to write chapters on their areas of expertise and experience in sport facility and event management. The contributions of those authors mightily bolster the book.

In Chapter 1, the authors take the reader on a tour of the evolution of sport events and facilities throughout the years, from the ancient Olympic Games to the Roman Colosseum and back to the revival of the modern Olympic movement. They then discuss how funding mechanisms of sport facilities in the United States have evolved, as well as how venues have adapted to technological advancements and the needs and wants of spectators. Finally, contemporary trends in local sport facilities’ events are showcased along with a quantification of the extended scale of the event industry and qualities of respective professionals who will be in position to effectively run this industry.

Chapter 2 introduces project-management elements that may assist sport event managers with planning and implementation. At the beginning, the notion and rationale of project management is explained along with a detailed description of its five phases (initiation, planning, implementation, monitoring, and shutdown). The authors accurately bring up a plethora of issues critical to the planning phase of a sport event that can lead to unexpected outcomes. Notably, they choose to illustrate an example of event operational planning through the Event Management Body of Knowledge. To this end, they discuss the concept of domains, or so-called functional areas, per the wider event-management terminology. At the end of the chapter the authors share specific concepts and applied tools that may be used by professionals to effectively manage their sport-event projects.

Chapter 3 addresses the complex and multifaceted issue of sport-facility design and construction. A detailed series of the steps leading to the realization of a sport venue is presented through feasibility studies, cost estimation and budgeting, factors for selecting a proper site, design phase, construction process, and facility insurance. Throughout these steps, the authors pose critical inquiries and challenges that sport managers may encounter while the facility project is in the works.

Finally, environmental issues relative to LEED (Leadership in Energy and Environmental Design) certification and sustainable solutions to sport venues are discussed, an issue that is certainly pertinent and pivotal to the mentality of a contemporary sport manager.

Chapter 4 brings to the forefront one of the most challenging issues in the sport-event and -facility business, namely, risk management. To begin with, the authors outline the notion and types of risk and how terrorist acts have redefined how risk management is approached today in sport events. Then, the value of proper and effective risk-management plans and specific steps to the risk-management process are presented. Throughout the chapter and via applied examples (e.g., waiver release form) the authors illustrate the risk-management steps in a logical sequence so that readers can comprehend how risk is identified, insured, monitored, reduced, treated, and evaluated. Since litigation against sport organizations is most often due to negligence, presenting the information in this order not only makes sense but also creates a better understanding of an area vital to sport managers.

Chapter 5 deals with finance and budgeting of sport facilities. The authors provide a clear picture of various funding mechanisms and budgeting approaches related to for-profit and nonprofit organizations and depending on the type of partnership (e.g., public-private), while also discussing their importance in the sport setting. This chapter highlights notable ethical issues in financing sport facilities, such as the real benefits to the local community of publicly funded sport projects or the diversion of monies from other government infrastructure projects. Overall, the content of this chapter certainly creates skepticism in the reader as it sheds light not only on financial information and economic claims but also on moral considerations relative to securing sources of funding for sport facilities.

In Chapter 6 the author delineates the bidding and planning process of sport events. At the beginning, the reader is taken through various reasons for the conceptualization and realization of a sport event, as well as the event feasibility and SWOT (strengths, weaknesses, opportunities, and threats) analysis processes. It is pointed out how the overall bid process is pretty much similar, but the specific criteria may vary. The author then discusses in detail different types of sport events (e.g., mega, recurring, and community) and provides examples. Finally, various examples of keeping track of time when planning (i.e., event planning timeline) and running (i.e., day-of-event timeline or daily run sheet) are provided as useful tools for sport-event managers.

Chapter 7 brings up a particularly critical concept for the implementation of successful sport events, that of the event experience. The author first analyzes the notion of the contemporary experience economically, primarily through Pine and Gilmore's research, the role of event stakeholders, characteristics of experiences, and experience dimensions (conative, cognitive, affective). While illustrating valuable theoretical concepts and related case studies of sport events, the second half of the chapter refers to the actual design process of experiences through elements of surprise, memorabilia, liminality, and *communitas*. The author accurately emphasizes the sense of community and liminal zones in the sport context and stresses the need for sport managers to leverage these two concepts to create value and cocreation of experiences, which may result in the development and staging of memorable and sustainable sport events.