

Assignment 3

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July 24, 2019

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BUS217 D200

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## Cloverdale Rodeo

**MEMO**

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**To:** Mike MacSorely  
General Manager

**cc:** Brent Lang  
Events Manager

**From:** Homayoun Banazadeh  
Operations Director

**Date:** October 22, 2019

**Re:** **Recommendation and Analysis for Changing the Location of the Rodeo Event**

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As requested, here is the memo to evaluate the option of changing the location of yearly rodeo event from Cloverdale to Tsawwassen Mills due to aged equipment. The analysis is made upon the decision criteria of operating costs, convenience and accessibility for the participants, advertisement opportunities, and the difficulty of organizing the event at a new location. The recommendation is that Cloverdale Rodeo should continue holding the event at the city of Surrey.

**The Financial Costs**

The labour and delivery costs for setup, teardown, and logistics is much lower for the Cloverdale option. In contrast, all of the part time employees for setting up the event should be accommodated in Tsawwassen and the equipment should also be moved there. According to Google Maps, there will be a 40 kilometers road from Cloverdale to Tsawwassen Mills. This adds issues such as high traffic, expensive fuel, and risk of road crash. Additionally, there will be an extra cost of renting several pickup trucks for both setup and teardown acts (cloverdalerodeo, 2019).

Extra planning costs can occur in terms of money and time. The reason for these costs is that we are experienced in holding the event at Cloverdale while full analysis will be needed for Tsawwassen. Hence, the risk of unpredicted problems becomes higher in Tsawwassen due to lack of experience. This results in a better chance of holding a higher quality event in Cloverdale.

**Convenience and Accessibility for the Participants**

Local tourists, those who are travelling within the country are really important because they account for a large proportion of the participants. They are likely to stay in a hotel that is within 5 kilometres of the event throughout the weekend (cloverdalerodeo, 2019). According to TripAdvisor, there are about 5 hotels within nearby Tsawwassen Mills area which are mostly 4 stars and cost 200 dollars per night on average. Conversely, there are about 29 hotels nearby Cloverdale area with more diversity from casual 3 stars to excellent 5 stars (tripadvisor, 2019).

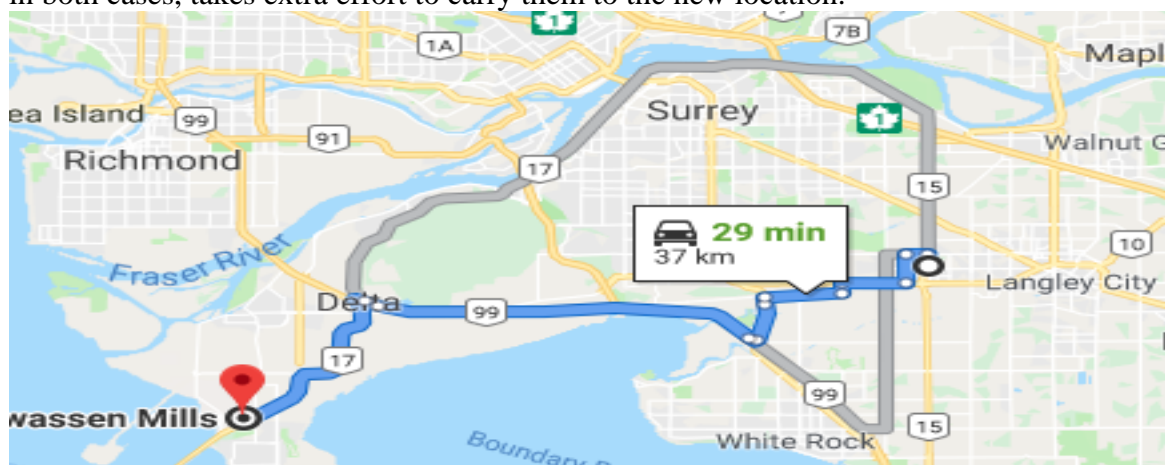
Most of these hotels include a very high speed and accessible internet and complimentary parking (cloverdalerodeo, 2019). These are important options for tourists because these lower their expenditure during the event.

Lots of participants come from the US (kissradio, 2019). Even though it may look like that Tsawwassen Mills is closer to the US, there is no direct road from US to there (googlemaps, 2019). On the other hand, there is an established road from Cloverdale to US that makes it more convenient for the US drivers. Because Tsawwassen Mills is surrounded by the ocean, in order to get there, travellers will have to take the same road which is much closer to Cloverdale. Surrey is also more accessible to the Vancouver area which makes it a better option for the people coming from downtown Vancouver.

Local attendees have to travel a long distance to get to Tsawwassen in comparison to Cloverdale. A proportion of participants are those who live in the city of Surrey and join the event not because they are a fan of Rodeo, but because this has become an established tradition for them (vancouver.sun, 2019). If the movement occurs, these people may become dissatisfied with the new location and might as well decide not to come. On the other hand, for the first few years it might be difficult to attract locals in Tsawwassen because they might be either unaware or unwilling to attend.

Tsawwassen Mills is surrounded by the ocean and the from 3 directions. This results in only one road leading into it. Cloverdale is accessible from all 4 directions and there are far more roads leading into it. This becomes an important factor to determine the traffic on the time of the event. We usually expect around 100,000 visitors during the weekend (cloverdalerodeo, 2019) This number of participants could be in trouble if there is only one road to the event. Local people of Tsawwassen who are coming back to their homes in the evening might also be dissatisfied due to the chaos and the traffic made.

It is to note that the animals for the competition are either held by us or by the participants which in both cases, takes extra effort to carry them to the new location.



### **Advertisement Opportunities**

It is to note that we have a general familiarity with the community in Surrey which allows us to have contacts with the local restaurants and hotels (surreynowleader, 2019). Some of these local contributors are in fact our sponsors and they obtain extra benefits every time we attract a new customer. These sponsors may not enjoy our decisions to move because their main profit is made locally through tourist attraction. City of Surrey is our main sponsor that we will lose, and this is important because throughout the years they have supported us in terms of event regulations and provided funds, equipment, and all sort of necessary tools to hold the event. In order to have a successful event, we will have to convey the city of Delta that might take much effort. Getting the attention of new sponsors at Tsawwassen can be hard and time taking.

The name of our brand is Cloverdale Rodeo. If we decide to hold the event at Tsawwassen, we will not be able to change the name of the event to Cloverdale. The name Cloverdale is originated from our location and the event cannot be renamed over there. This will reduce from the reputation of the event though we are still the event holders. It puts us in a disadvantage because we will have to hold the event under Tsawwassen's name. People may refuse to attend the event because they will not be aware that we are holding the it.

We have a decent relationship with the local broadcasters such as radios and TV channels that are established within Cloverdale. They communicate the message of agricultural development and they help us promote the cowboy and cowgirl lifestyle while attracting new visitors. There might not be as many channels established in Tsawwassen as we already have in Cloverdale. Their style of broadcasting might be different, and they may do it on different channels that is against our interest. This mutual connection to be established takes much time and effort (cloverdalerodeo, 2019).

### **The Difficulty of Organizing the Event at the New Location**

Throughout Cloverdale Rodeo's 73 years of operation, we have held our rodeo event every year from May 17 to 20 in the city of Surrey. The event has built a strong bond with the local people and in fact, they are the highest attendees of the event (cloverdalerodeo,2019). Increased participation has resulted in a decent familiarity with the event's atmosphere for the locals. On the other hand, tourists have also experienced a delicate pleasure as there has been a vast amount of accommodation with sufficient spots available for them (cloverdalerodeo, 2019). The capacity of the location has been sufficient for the attendees (surreycorporatereport, 2019). Both athletes and attendees have expressed a positive standpoint for the overall quality of the event (cloverdalerodeo, 2019).

We have a vast experience in holding the event in Cloverdale. In Tsawwassen, most of the things we knew are not correct anymore. Due to the new and unexpected environment, there is a large risk that the event will not be as successful as planned. Here, we have a general plan to do the event and we improve it little by little every year. On Tsawwassen, the whole planning process should start from the beginning and there is an extra cost of time and money put into it. There should exist completely new plans for the movement, sponsor attraction, designing the venue, setting it up and tearing it down, and advertisement. This process may take extra time that we might not be able to afford.

Leasing the new location from First Nation Band can be difficult. It includes going under their terms, requirements, and regulations. Their instructions might be different from ours and they may value the Rodeo differently than we do. They might have little experience in holding events of this scale. Thus, convincing them to help us doing the event in our manner might be hard and time taking. The First Nation Band is currently working for a limited number of indigenous people (surreycorporatereport,2019). It might be a shock for them to tolerate a large amount of people because they are not used to it. They also might not be familiar with the Rodeo culture. Thus, they may show resistance as Rodeo only attracts mostly those who deeply embrace it.

The new venue might be in a completely different shape than we wish for. Our equipment might be old but there is no guarantee that all of their equipment is totally new. Setting up for this may take extra time and effort as either we will have to go there from Cloverdale back and forth or we might account for the extra cost of locating there for the duration of planning before the event. New employees will also be needed and that requires an extra HR effort.

There might be regulatory laws to support animal rights and human safety in Tsawwassen that needs to be investigated (surreycorporatereport, 2019). Overcrowding usually leads to some unwanted behavior such as throwing the rubbish, polluting the air, and the water. This may all be treated differently in Tsawwassen. Here, because of several years of occurrence, people are used to most of these issues but over there, the population density is larger, and people might be low tolerant on issues such as overcrowding, car traffic, privacy, and noise.

### **Recommendation**

It is recommended that Cloverdale Rodeo continues holding the event at the same location while repairing the damaged equipment and renovating the old facilities. Costs can be reduced by requesting for extra funding from the city of Surrey. The renovation plan can be divided to yearly iterations. One of the benefits is that renovating a place keeps it fresh for several years. Another benefit is that a decent advertisement of renovated area attracts new attendees to the event. Renovation brings new and appealing facilities, demonstrates that the organizers care for attendees, and proves that the revenue is being spent on a worthwhile cause which is a great manifestation for a non profit organization.

Should you have any questions regarding these analyses, please contact me at 778.232.9525 before the next board's meeting.

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## SWOT Analysis

### Strengths

- We have loyal customers that are an important asset.
- We are the only organization to hold rodeo events in BC. 300,000 worth of prizes the decent prize of this event motivates well known athletes to join it.
- We are proficient in holding the rodeo event as we have been holding it for 73 years.
- Our event contains a lot recreational and midway activities. This variety helps targeting participants who have a different taste.
- We have established strong relationships with local organizations which some of them are our sponsors. This team work helps us attract new customers.
- Being transit accessible with buses from downtown Vancouver.
- Lots of popular athletes participate in our event. Their participation gives more reputation to the event that is caused by media coverage. It also attracts new participants that are interested in those athletes.
- The ticket prices are very low for adults, and free for children and seniors.
- events in other time of the year could be benefited from rebuilding the facilities.

### Weaknesses

- Old equipment may be dangerous to attendees and athletes. It also makes people reluctant to join the event. Injuries might happen due to old equipment.
- Some of the games are dangerous and may create harm in attendees or athletes. This may create serious concerns by the government and people.
- Some of the events are not appropriate for the children.
- Convincing the city of surrey about receiving funds takes time. We will have to pay the rest of the amounts by ourselves.

### Opportunities

- The opportunity to make new sponsors.
- There is an opportunity to sell sport equipment, food, beverages and appliances.
- By renovation, we make the event place more attractive. Thus, we then advertise it.
- Ask attendees to help create testimonials that can be used for marketing purpose later.
- Ask local schools if they offer volunteers.
- US visitors may create opportunities to attract new sponsors
- Online advertisement through platforms such as Facebook and Instagram.

### Threats

- There might be other huge events happening in the Vancouver area at the time of our event that attracts people to themselves.
- There might be another Rodeo events happening at North America that attracts Rodeo lovers to themselves. Even though these events might be at different times, people are likely to participate in one.

- New animal protection and safety rules may cause some sports to be cancelled.
  - Having higher prizes by other events that may create interest for athletes to join them instead.
  - Rainy weather can be a threat.
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## PESTLE Analysis

### Political

- New safety regulations may cancel some sport events that may be considered dangerous for athletes.
- New animal protection laws may prevent using the animals for certain sports.
- City of Surrey also plays an important role in regulating the events. Thus, our local connection with them can be beneficial.
- Political stability of where the event is being held results in less aggressive behavior and more cultural understanding.
- Negative reactions from existing event holders due to competition for attracting customers and receiving government assistance.
- Enhanced international recognition of Canada results in the local values, culture, taboos, food and costumes being internationally known.

### Economic

- Revenue that is generated from participation and expenditure by visitors which is allocated to the event holders, city of Surrey, and other stakeholders that play a role in the event such as local hotels and restaurants.
- Employment and revenue generation for the local workforce.
- Increased knowledge concerning the potential for investment and commercial activities by the outsiders who are participating the event.

### Social

- Many visitors are attracted to the event because of lifestyle of agriculture, cowboy and cowgirl which is popular in some provinces in US and Canada.
- According to Cloverdale Rodeo's Corporate Report, 45.8 percent of participants are Male, and 54.2 percent are female. The age group varies between 18 to 45 with the average of 31. Visitors usually come in average size groups of 4.3 persons and the average visiting time they spend is around 6 hours.  
[https://www.surrey.ca/bylawsandcouncillibrary/CR\\_2011\\_F005.pdf](https://www.surrey.ca/bylawsandcouncillibrary/CR_2011_F005.pdf)
- One of the results of enduring tourism is being well known.
- As a result of the event, community solidarity may increase. This means that local people will be prouder of their city, values and traditions.
- One of the issues of holding an event with lots of participants is that the privacy of local homeowners may be threatened, and their safety may be endangered. This is because among all of participants, chances are that a small proportion disobey the law.
- Public interest and awareness for the lifestyle of cowboys and cowgirls will be increased permanently because of the entertainment nature of the event.



### Technological

- The possibility for purchasing the tickets online, and other services such as Google Maps, TripAdvisor makes the event more convenient.
- Advertisement through online platforms such as Instagram and Facebook can be an option.
- Services such as online streaming, livestreaming, radio, and TV allow the event to be demonstrated to more people which makes it more convenient to people who cannot join the event to follow it. These platforms also count as an advertising tool.
- Radios help employees to communicate in a team which allows them to send and receive the information they need.
- Participant's data can be collected, and demographics can be analyzed to determine the future marketing strategies to influence the targets.

### Environmental

- There is a possibility that the infrastructure creates pollution and noise that negatively impact environment and the people.
- Construction of new facilities improves the local infrastructure.
- The problem of overcrowding happens because of large capacity of participators. These people may throw their rubbish, create noises, and pollute the water which has a negative impact.
- Some authorities may consider the participation of animals in this event as unfair. They may argue that animals are treated as tools for entertaining us.

### Legal

- New regulatory rules might be established for our mistreatment toward animals.
- New safety regulations may be introduced for participants and athletes. These rules may prevent holding some specific sports as this has happened before.
- The labour force may form a union with new rules that should be obeyed by us.
- The minimum wage might increase which results in more payment for some of the event workers.

## RISK Analysis

### **Financial and Operational Risk related of Moving to Tsawwassen**

**Risk Identification:** There is a chance that moving to Tsawwassen can take activities which result in unexpected financial and operational costs. One such activity is moving the equipment which includes road risks such as traffic, expensive fuel, and road crash. Additionally, there will be an extra cost of renting several pickup trucks for both setup and teardown acts.

**Risk Mitigation:** Choosing hours that the road is not busy, usually in the midnight or early morning can reduce the problem of traffic and road crash. Experienced drivers should be chosen for carrying the equipment. If the decision is to drive during the night, then trucks should have a proper lighting. The pickup truck should be assessed and tested for safety. Fuel efficient trucks may be chosen at the time of rental for reducing the additional cost of gas.

**Eliminate Risk:** By making the decision not to move, we can eliminate all varieties of risks related to additional operating costs.

**Accept Risk:** The probability that a road crash occurs is very low considering the driver is experienced because the distance is short. The traffic rate is low because we are moving the equipment before the event. Rental cost is inevitable.

**Transfer Risk:** Car insurance for the rented cars can be purchased to prevent any financial costs related to trucks. External drivers may be hired with their own consent to account for the risk of loss or injury.

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### **Risk of Losing Current Attendees and not Earning Sufficient of Them in the new location**

**Risk Identification:** By moving the event to, there is a risk to lose our local viewers and that in the new place, event is not regarded as worthy for participation. General participants may not be informed about this movement and mistakenly drive to the current location.

**Risk Mitigation:** With a better advertisement in the new location, the risk of not having sufficient participants can be reduced. Announcements can be made online or through newspapers and radio to raise awareness about the new location. The reason for this movement can be explained to people so that they will be more likely to participate in the new location.

**Eliminate Risk:** By making the decision not to move, we can eliminate all varieties of risks related to additional operating costs.

**Accept Risk:** Local customers may use their own vehicles or public transit to come to the event. Afterall, it is not too much distant. Because of severe usage of social media, the news will eventually be announced to almost anyone if it is done in advance. For tourists visiting for the first time, they will not have any background about the past events, and they are solely interested to watch it, so they may as well decide to come to the new venue.

**Transfer Risk:** An advertising corporation can partner us to do the promotion and come up with new marketing strategies. Local TV channels and radio can advertise our event in the new location.

<b>BUS217W Assignment #3 (A3) Grading Rubric</b>				
<b>20% of Grade</b>				
<b>Criteria</b>	<b>Does Not Meet Expectations</b>	<b>Meets Minimal / Some Expectations</b>	<b>Meets Expectations</b>	<b>Exceeds Expectations</b>
<b>Achieves Writing Objectives (O)</b> Score: /4	Message achieves few or none of the writing objectives. 0 or 1	Message achieves some of the writing objectives. 2	Message achieves most of the writing objectives. 3	Message achieves all of the writing objectives. 4
<b>ANALYTICAL FRAMEWORKS APPLIED SWOT Analysis (S)</b> Score: /4	Analysis is flawed, does not support conclusion. 0 or 1	Missing relevant points or lacks cohesive analysis, weakens case for conclusion. 2	Analysis covers most relevant points and makes a cohesive case for conclusion. 3	Exceptional analysis, covers all relevant points and makes a very strong, cohesive case for conclusion. 4
<b>ANALYTICAL FRAMEWORKS APPLIED PESTLE Analysis (P)</b> Score: /4	Analysis is flawed, does not support conclusion. 0 or 1	Missing relevant points or lacks cohesive analysis, weakens case for conclusion. 2	Analysis covers most relevant points and makes a cohesive case for conclusion. 3	Exceptional analysis, covers all relevant points and makes a very strong, cohesive case for conclusion. 4
<b>ANALYTICAL FRAMEWORKS APPLIED Risk Management Plan (RM)</b> Score: /6	Analysis is flawed, does not support conclusion. 0 or 1	Missing relevant points or lacks cohesive analysis, weakens case for conclusion. 2	Analysis covers most relevant points and makes a cohesive case for conclusion. 4	Exceptional analysis, covers all relevant points and makes a very strong, cohesive case for conclusion. 6
<b>Clearly Presents Recommendation (R)</b> Score: /4	Recommendation is unclear and difficult to understand. 0 or 1	Recommendation struggles to present material in a clear way, but an attempt is made. 2	Recommendation is satisfactorily written and provides acceptable understanding to reader. 3	Recommendation is exceptionally written and provides comprehensive understanding to reader. 4
<b>Organizes Message for Direct Design Problem-solving Memo (OIA)</b> Score: /4	Organization is flawed, will create audience resistance. 0 or 1	Organization is flawed, may create some audience resistance. 2	Organization is evident, minor flaws unlikely to create resistance. 3	Well organized 4
<b>Sets and Maintains Tone (T)</b> Score: /4	Inappropriate tone is used throughout message. 0 or 1	Inappropriate tone is used in one or more sentences, may create audience resistance. 2	Tone is appropriate throughout the message and does not create resistance. 3	Tone is exceptionally attuned to the reader and the context, helping to create a receptive audience. 4
<b>Conveys Message Concisely (C)</b> Score: /4	Writing is not concise. 0 or 1	Frequent instances where writing is not concise. 2	Writing is mostly concise. 3	Writing is concise. 4
<b>Conveys Message Clearly (CI)</b> (Appropriate level of detail, and word usage) Score: /4	Content is unclear and difficult to understand. 0 or 1	Content struggles to present material in a clear way, but an attempt is made. 2	Content is satisfactorily written and provides acceptable understanding to reader. 3	Content is exceptionally written and provides comprehensive understanding to reader. 4
<b>Writes Effectively (mechanics, grammar,</b>	Message has 6 or more errors.	Message has 4---5 errors.	Message has 1---3 errors.	Message is error-free.

<b>sentence structure, paragraphing, spelling, and punctuation) (M)</b> <b>Score: /4</b>	0 or 1	2	3	4
<b>Follows Accepted Business Conventions (B)</b> <b>Score: /4</b>	Message has 3 or more errors. 0 or 1	Message has 2 errors. 2	Message has 1 error. 3	Message is error-free. 4
<b>Accurately and Ethically Reference APA (A)</b> <b>Score: / 4</b>	Message has five or more errors. 0 or 1	Message has three to four errors 2	Message has one to two errors. 3	Message is error-free. 4
<b>Final Grade</b>	<b>/50</b>			